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WORKING TIME

"Mini-shifts" encouraged

A management expert says companies can increase productivity and reduce labour costs by using more part-time workers, particularly on flexible four-hour "mini-shifts."

William B. Werther Jr., associate professor of management at Arizona State University at Tempe, proposes the mini-shifts using part timers as an alternative to overtime. "The use of overtime has two unavoidable drawbacks: fatigue-caused errors and premium wage rates," he writes in the U.S. monthly *Personnel Journal.*

He says part-time manpower, "does not require premium pay, increased outlays for fringe benefits, or an overstaffed organization."

The available pool of retired workers, homemakers and students is often overlooked by managers, Werther says. He pointed out that four million homemakers now are seeking part-time employment, and another 10 million would be available if child care were available.

He says employers should pay part-time workers the same basic rates as full-time workers, but they do not have to pay any fringe benefits.

Moreover, when part timers don't work, they don't get paid, and since they can't miss work without losing pay, they have more incentive than full-time employees to show up on the job.

Werther makes this case for the "mini-shift": "By systematically replacing full-time workers who are promoted or quit with part-time employees, the supervisor can take advantage of mini-shifts. Mini-shifts — work schedules calling for less than 40 hours per week — are usually designed to be four hours long. Two mini-shifts, staffed with two part-time employees, are scheduled back-to-back...This insures all work stations are continuously staffed. Since the shift is only four hours, lunch breaks are avoided as is the necessity of staffing part-time positions during the noon hour. If the assembly line is normally shut down for lunch, one mini-shift can be designed to finish at noon and a second mini-shift is scheduled to begin at the end of the lunch hour.

"Desired increases in output can be achieved in several ways without the financial burden of overtime or the use of fatigued employees. For example, part-time employees can man a second half-shift. By scheduling a shift from 5 p.m. to 9 p.m., output can be increased 50 per cent. And this is done at straight time rates."

Werther also observes that if production needs decrease, mini-shifts can be scaled back and the needed layoffs "can be concentrated among part-time help until the minimum feasible work force is achieved."

Part-time work

Part-time work is here to stay, according to a study commissioned by the Canada Department of Labour.

The 123-page study report, by Marianne Bossen, is entitled *Part-Time Work in the Canadian Economy,* and is based on a sample survey of 42 large organizations in both private and public sectors. Part-time employment increased by 54.8 per cent between 1966 and 1975, or approximately 6 per cent annually.

Part-time workers numbered 1,236,000 in 1975, and made up 13.3 per cent of the total employed labour force. Most part-time workers were women, either under 25 years of age or over 65.

The study found the highest concentration of part-time workers in retail trade and financial institutions, followed by municipal services, although both federal and provincial governments also employ many of them. A lower concentration of part-time workers was in manufacturing, most of them in manual, clerical and sales occupations. Few were employed in the professional or technical field.

The study found the part-time and full-time labour markets to be distinct from each other, with the two labour forces complementing each other, rather than competing for the same jobs. Nevertheless, part-time workers were generally paid less than full-time workers.

The study found that unions, generally, treat part-time work as a "residual, competing substitute, and therefore a threat to full-time workers." The study also says the number of part-time workers will continue to grow, and that in 1973 24.6 per cent of all female workers

had part-time jobs, contrasted to 6 per cent of all male workers.

The study was commissioned in response to recommendation 28 of the Royal Commission on the Status of Women concerning the feasibility of making greater use of part-time work in the economy.

The report recommends that government policy distinguish between regular part-time and casual or temporary work. The report also discusses such questions as greater use of flex time and alternative ways of making use of part-time work so as to develop alternative methods of integrating home and work responsibilities.

MOTIVATION

Lotteries cut absenteeism

The "positive reinforcement" of a monthly lottery is an effective way to reduce job absenteeism, according to two U.S. academics.

Jerry A. Wallin, assistant professor of management at Louisiana State University, and Ronald D. Johnson, associate professor of management at Northeast Louisiana University, discuss the values of a positive reinforcement system in an article in *Personnel Journal.*

They describe one company's successful plan: a monthly draw for a $10 prize for which only employees with perfect attendance during the month were eligible. It worked so well that sick leave expenditures dropped by 30 per cent in its first 11 months of operation.

The professors say such lotteries could also be used to increase production rates and to reduce safety and accident rates.

UNIONS

Productivity low among construction workers

Poor worker productivity in the Canadian construction industry could force a shift towards using non-union employees, according to Henry dePuyjalon, president of the Canadian Construction Association.

dePuyjalon warned Canadian unions they must realize that "productivity is still the name of the game," and that they should take a lesson from the U.S. There, he said, low productivity by organized workers in recent years has forced customers away from union workers in favour of non-union contractors.

Law Society opposes use of union label

The Law Society of Upper Canada has ordered a Toronto law firm to remove the union label from its letterhead, and a Canadian Labour Congress official has asked the society to reconsider the ruling.

The Society ordered the firm of Copeland and King to remove the label of the Office and Professional Employees International Union Local 434, which appears at the bottom of its letterhead. The Society's handbook of professional conduct allows only the name of the firm and a list of the firm's members on the letterhead.

Henry G. Rhodes, secretary-treasurer of the CLC's union-label trades department, wrote to the Society Nov. 1 to say he was "surprised and shocked."

Rhodes said he found it hard to believe that the Law Society "one of the oldest unions in Canada with the tightest closed-shop clause ever written" should find it improper for its members to carry the union label on their letterheads.

EMPLOYMENT

Number of job openings increases for professionals

Job openings for executives, accountants, scientists and other professionals increased by 12 per cent during the third quarter of 1976, according to the Technical Service Council, a non-profit placement and personnel consulting service.

The rate at which new jobs were formed was little changed, however, suggesting that the increase was largely due to employers taking longer to fill their positions. As TSC General Manager N.A. Macdougall put it: "The slack economy has made employers more selective."

The TSC's quarterly survey of 1,500 private employers found increases in job openings in all regions except the Atlantic provinces, where the sample was too small to be reliable. The percentage increases during the quarter by region: Ontario 21 per cent, Prairies 14 per cent, B.C. and Yukon 6 per cent, Quebec 4.5 per cent.

The 12 per cent overall increase for the quarter is in sharp contrast to a 22-per-cent reduction in openings during the last 12 months — 48 per cent in Ontario, 30.9 per cent in Quebec, 14.9 per cent in B.C. and the Yukon and 8.5 per cent in the Prairies.

New LIP program announced

The federal government has allocated a total of $200 million for the 1977-78 Local Initiatives Program, designed to create jobs during peak times of seasonal unemployment.

LIP is in its sixth year of operation, and the current program, announced Nov. 25, is expected to create a total of 248,000 man-months employment for 47,000 workers.

The announcement said the funding will be directed solely to areas where unemployment exceeds 7 per cent, and a special effort will be made to reduce youth unemployment.

An additional $50 million has been provided for federal labour-intensive projects in areas of high unemployment. The funds, administered by Treasury Board, will be for projects such as repairs and maintenance in national parks, construction and maintenance of small craft harbours, and fisheries management projects.

On Nov. 25, the government also announced a 9 per cent decrease in unemployment insurance premium rates — for employees, from $1.65 per $100 insured earnings to $1.50, and for employers, from $2.31 per $100 insured earnings to $2.10. The lower rates start Jan. 1, 1977, when maximum insurable earnings increase from $200 to $220 a week.

Two other government programs to reduce unemployment had been announced earlier:

- a $40 million increase for occupational training, raising the total for the year to $522 million and enabling the training of more than 305,000 Canadians;
- expansion of the Canada Manpower Mobility Program in 1976-77 to $13.7 million, enabling permanent relocation of 15,000 families, and other mobility grants to between 40,000 and 45,000 workers.

WAGES

Collectively-bargained settlements lower

Major collectively bargained settlements reached during the third quarter of 1976 produced average annual base-rate increases of 9.7 per cent — the lowest quarterly average since the end of 1972. The 1976 second quarter rate was 11.2 per cent, and the average for the 12-month period ended Sept. 30, 1976, was 11.9 per cent.

The data are based on an analysis of collective agreements covering 500 or more employees in both federal and provincial jurisdictions, but excluding construction.

In the 91 major one-year agreements settled in the third quarter, the average annual increase was 10.6 per cent, in the 54 two-year contracts it was 12.2 per cent and 8.1 per cent respectively in the first and second years, and in the 22 three-year agreements the annual increases were 15.1 per cent, 8.0 per cent and 6.0 per cent in the third year. Only 32 of the 167 major third-quarter settlements provided for a cost-of-living allowance.

Where confirmed data were available, the statistics take into account the effects of Anti-Inflation Board rulings and subsequent ratifications.

EMPLOYEE COMPENSATION

Fringe benefit costs up

A survey covering 437,635 employees in non-manufacturing sectors of the Canadian economy found that employee benefits account for 31.1 per cent of each dollar of payroll costs.

The survey, by Thorne Riddell Associates Ltd., a firm of management consultants, covered 155 employers and used two categories of benefits: legally required payments such as unemployment insurance and the Canada Pension Plan, and also items which may or may not be voluntary, such as vacations, rest periods, private pension plans and profit sharing.

The firm's last biennial survey, in 1974, placed benefits at 28.1 per cent of total payroll costs. In its first, in 1954, the percentage was only 15.1.

Paid time off was the largest single current expense, accounting for 14.77 per cent of payroll costs — 5.98 per cent for vacations, 4.03 per cent for rest periods and 3.76 per cent for holidays.

Average total compensation per worker was $16.108 — $12,259 in gross pay and $3,849 in employee benefits.

The 44-page study, entitled *Employee Benefit Costs in Canada 1975-76* is available from Thorne Riddell at $90 a copy.

U.S. workers reject Swedish-style participation

Swedish democratization of the assembly line did not go down well with six United States auto workers who visited the Sodertalje plant of Saab-Scania which assembles Saab 99 engines.

The six — all from "Big Three"auto plants — included two blacks and two women. Their trip was sponsored by the New York State school of industrial relations at Cornell University, with the co-operation of the Ford Foundation.

They were integrated into groups of 18 working an 8½-hour shift in a section where the task of each worker was decided by the autonomous decisions of the assembly team. The tasks were rotated so that each worker eventually performed them all. The Americans were also invited to participate in works council and consultation groups in the section.

The *London Financial Times* quotes Fordham researcher Arthur S. Wineberg who co-ordinated the project: "The American reactions were negative and ran contrary to expectations."It also reported that the majority of the team "felt that the work imposed psychological pressures which outweighed the benefits of variety. They compared the pace of work unfavourably with Detroit."

"Only one of the workers, Ruth Russell, considered the Saab approach superior. She said that group working gave her a greater feeling of accomplishment and a sense of doing something worthwhile." At Cadillac she was used to performing a repetitive job — putting in head bolts.

Not all the Americans' reactions were negative, however. They considered working conditions generally superior to those in Detroit from the points of view of working environment, noise level, lighting and the quality of air.

For example, one Swedish worker asked an American why he always seemed to be shouting. The American replied that at Pontiac he had to shout to be heard.

"Humanized" management successful in French company

A "humanized" management approach is helping the Leroy-Somer company, a manufacturer of electric motors in southwest France, "thrive in an atmosphere of tough international competition," according to *World of Work Report,* monthly periodical of the Work in America Institute Inc., Scarsdale, N.Y.

The company has 10 plants, 6,000 employees and annual sales of about $200 million, and still operates on the principles expressed by its founder Marcellin Leroy in 1919: justice, consideration for the individual, and security.

Those principles have been translated into some innovative organizational forms. Four elected worker representatives sit on the board of directors, sharing two votes between them. In recent years, no plant has been allowed to grow beyond 400 employees lest relationships become too impersonal. Flexible working hours are widely applied. Each division is an independent financial entity. Managers have broad authority to operate as they see fit, and are strictly accountable for results. As much as possible, the shop floors operate on the basis of autonomous groups of workers, making their own decisions on carrying out their part of the operation.

The company also goes far beyond France's legal requirement for profit sharing with workers.

Despite competition from a rising flood of cheap motors imported from eastern Europe, the company is highly profitable, *World of Work Report* says: "In this case, the human approach pays off in more ways than one."

French "exchange meetings" beneficial

In France, "exchange meetings" of small groups of staff members, held during working hours, have improved employee motivation and reduced tension, according to a report by the employers' organization, Entreprise et progrès.

The idea, first advocated by the organization about two years ago, has since been endorsed by the government.

The report covers 15 case studies of exchange meetings in a variety of companies. In most cases, the meetings are held monthly or every second month, and between 15 and 20 people are in each group.

Entreprise et progrès says the employees sometimes greet the idea with scepticism but this is overcome rapidly. It found that union attitudes varied from neutrality to hostility.

Live issue in Switzerland

Co-determination is still a live issue in Switzerland, despite the recent referendum rejection of two motions to establish the principle.

Three proposals on the subject have since been placed before Parliament, one of them a draft law, put forward by the Christian Democrat Party. It would extend present regulations and collective agreements on employee representation to make work councils compulsory in all operating units employing 20 or more people.

The Liberal Party has also made its own proposal — that employers accord workers certain new rights through changes in employment contracts.

PERSONNEL MANAGEMENT

Meetings a waste of time?

Third-level managers may spend too much time "communicating" and attending meetings, according to an article in *Personnel,* the official periodical of the American Management Association.

Professor John R. Hinrichs, president of Management Decisions Systems Inc., Darien, Conn., reports on the findings of self-recording work sampling in a chemical research organization.

He said third-level managers were spending an average of one hour a day at scheduled meetings. "Are meetings really necessary?" he asks. "Do they adhere to their topics? Or are they a waste of time?"

He also suggests a close look at the need for communications, since he found that 20 per cent of the communications had no effect on work direction or objectives.

IBM claims no layoffs

International Business Machines Corp. claims it has never laid off an employee for economic reasons in 35 years in the U.S. Instead, it retrains workers no longer needed in one job and assigns them to another.

According to a report in the U.S. periodical *Business Week,* IBM has retrained and physically relocated 5,000 employees since 1970 as part of the most extensive corporate education program in the country.

The report quotes former IBM chairman Thomas J. Watson as saying the policy was not motivated by altruism but by "the simple belief that if we respected our people and helped them to respect themselves the company would make the most profit."

And it quotes the present chairman, Frank T. Cary: "If people are not worried about being laid off, they are flexible in making the changes we ask of them...This is very important to us in a high-technology business."

IBM is not immune to recessions but it has been able to maintain its tradition of "full employment" because, unlike many companies, some part of its business is always growing.

The *Business Week* report adds that in 1975 IBM retrained and transferred about 1,000 of its 159,000 employees in the U.S. About 500 were transferred from offices and plants that produce computer components and related products to divisions that handle office equipment and smaller information systems. The other 500 were reassigned within several divisions.

"It does this through a sophisticated 'manpower balancing' program, which is co-ordinated at the corporate level and supervised by Cary himself. From monthly projections of the work load in 13 divisions, the Corporate Resource Group is able to match units that need people with those that have an excess."

The periodical also observes that IBM has been known to deal harshly with people it thinks are non-producers, particularly salesmen and managers, "and it does fire and demote people for disciplinary and other causes."

And to shrink its work force it offers incentives to older employees to leave. In 1975, more than 1,900 workers opted out under a "special opportunities program" that *Business Week* describes as "an IBM euphemism for beefed-up early retirement."

The report also notes that IBM has never been the target of a major union organizing drive in the U.S., though many of its 100,000 "foreign" workers are organized.

The company started formal educational programs in 1916. More than 5,000 full-time and part-time instructors now give three major types of courses: management development, technical updating, and job retraining.

Business Week says IBM's way of dealing with its employees does not produce a "regimented" work force, and it quotes Cary: "If you operate in high job security without demanding performance, there would be a problem. But we demand performance." lg

A case for university involvement in Canadian labour education

by Herbert A. Levine

Co-operation among universities and unions, through discussion, planning, research, and experimentation may help to achieve more rational relationships between the worlds of work and education in Canada.

Surely, such concepts and programs as recurrent and continuing education, lifelong learning, paid education leave, and the impact they may have on the Canadian educational and industrial system are areas of mutual concern to innovative academics and unionists.

The campus is an excellent place to study, research, and discuss the impact of multinationals on Canadian life, the questions of productivity and the quality of working life, and sensible schemes for relating education and income, health and security.

Where better than on a university campus should one discuss the rights of man, the right to a job, the right to learn, the right to strike and the right to govern — and the known and hoped for methods of resolving what sometimes appears to be a conflict among these and other rights.

Union-university co-operation permits the application of information and insight derived from the academic disciplines to the problems faced by union leadership. Union activists, today, are highly motivated to learn. They are puzzled by automation, distressed by large scale unemployment, and concerned about the world their children will inherit. They look to education as a road to a better, more effective union, greater job satisfaction, and a richer community life.

Herbert A. Levine is chairman of the Department of Labor Studies and Director of the Labor Education Centre at Rutgers, the State University of New Jersey. He is also a consultant to the ILO and the OECD.

Universities, in turn, can benefit from an effort to analyse problems of industrial democracy, the nature and substance of a collective bargaining contract, the economic, social and political roles of unions in Canada and the world.

There is little or no opportunity for an individual in the school system to learn how to function as a shop steward, bargaining committeeman or local union officer. Yet unions are a bulwark of a democratic system. Through them millions of workers receive added training in democratic, political and social life; and through them millions enjoy an industrial democracy that enhances the public welfare of the nation and contributes to its economic growth.

Despite the many problems involved in union and university co-operation, there is no doubt in my mind that serious efforts should be made to obtain university-level education for trade union leaders and members.

In the United States, some unions make enormous contributions to the individual worker and support the general educational concerns of the university. Others either refuse to work with universities or set difficult criteria as the price for collaboration. While some universities relate exceptionally well to the union's educational interests, others provide only the barest minimum of educational service.

Many union and university labour educators are satisfied with their relationships. Some are not yet certain whether American university involvement has been a positive or negative factor in the development of workers' education.

Although many unanswered questions remain, university labour education programs continue to multiply, their budgets and resources increase, their curriculum offerings and the quality of their programs improve and the number of labour students served is increasing.

There are approximately 35 American universities affiliated with the University Labour Education Association providing labour education study opportunities for the past 25 years.

Labour education has generally entered the academic arena through the door of the extension division, as a result of requests by organized labour. In many universities, that is where the labour education program remains —

hanging precariously on the edges of academe, not fully accepted or welcome in the club but tolerated as a "public service." In a few universities, labour education has won a measure of academic status and it appears that this trend will be more visible in the next few years.

From its inception, the crucial problem in union-university collaboration is the method to be used for delineating responsibility between the two parties for the development, recruitment, faculty assignment, and administration of the educational program. In some ways, it might be fair to say, the issue is never settled but is the result of continuous negotiation and reaffirmation.

As a general rule, university labour education conducted through the union organization is co-operatively developed and jointly administered with shared teaching responsibilities. It is important to note, however, that in the initial period when the two institutions were more suspicious of each other, some universities tended to severely limit the role of trade unionists as teachers. Some university officials were uncomfortable with the general tone and spirit of labour education. The vitality of union residential summer institutes, for example, which expressed itself in labour songs, occasional demonstrations at nearby picket lines, the viewing of social action films and the sponsorship of speakers engaged in social causes was a form of education uncommon on the university campus.

The nature and extent of union-university collaboration is affected by the quality of the education program provided by the international-union education department. A strong national union program has its own goals and objectives, which tend to call upon the university to provide supplementary educational service. In the extreme, this sometimes means that the union program is so strong that the university is used only minimally as a "hotel with atmosphere."

...serious efforts should be made to obtain university-level education for trade union leaders and members

The primary vehicle for union-university collaboration is the university labour advisory or consulting committee. Where the committee functions well, it is extremely useful to both parties and effective in representing the concerns of worker education. Some of the committees, however, are dominated by prestigious labour leaders who seldom come to meetings or who come only to associate with the top university officers and do not take the time to involve themselves in matters of curriculum, fee policies, and other details associated with program development.

In other cases, universities "capture" local or state labour advisory committees who may not be so well informed on the larger educational issues and who thus become "rubber stamps" for the proposals brought forth by the university. Only the rarest of universities provide ongoing educational activities and discussion of curricula trends in worker education at their trade union consulting committee meetings. Where this is done, however, it enhances immeasurably union-university co-operation and strengthens the labour educational service provided. In most instances where the labour advisory committee is weak, one is likely to find a minimum concern with labour education among faculty and administrative personnel.

A viable labour consulting committee must, of course, recognize in its membership the more powerful labour leadership in the relevant trade union bodies within the jurisdiction of the university. But the committees that work well have among their members representatives of unions who are actively engaged in labour education. It is these union leaders who understand and help with program development, teaching, administration budgeting, political infighting in the halls of the legislature, the university and within the union itself.

Labour education has generally entered the academic arena through the door of the extension division...

The universities may question whether this means they are surrendering their rights and submitting to the censorship of the union. Unions, like universities and other institutions, have internal politics and these issues sometimes intrude upon their relationships with universities. Consequently, some universities reject any control over their actions by an outside group. It must be said that some unions have attempted to dictate the hiring of particular faculty and the limits of the universities' offerings in labour education.

Some universities approached worker education with trepidation, and attempts were made in the early days of collaboration to set limits on the range of subjects offered. Thus union organizing, strike strategy and tactics, methods of labour social action, even labour in politics were from time to time questioned, prohibited or simply never included in some university programs. Today some of these restrictions are currently in force, but there seems to be a broader, more open-minded view of what can be taught.

Universities should not, of course, be propagandists for a particular union; they usually do not involve themselves in policy matters as they relate to specific unions or to grievances, negotiable items or specific collective bargaining settlements or arbitrations. There are rare instances where unions have invited academics to critically evaluate internal policies and practices, and some of these programs have been considered successful by both parties.

Even today some unions fear that universities tend to be dominated by businessmen and by faculty generally insensitive to and uninterested in the educational needs of workers. There is no doubt that in many American universities the labour education program is the subject of a constant struggle to obtain a secure base on the campus, recognition of the academic quality of its curriculum and acceptance of its faculty as professional educators. There remain large gaps in the curriculum offerings of most American university labour education programs because university administrators and academics in general have conceded only partial recognition of the legitimacy of labour studies as a discipline. It is amazing to see the variety and quantity of educational services available to management on the American university campus!

Nevertheless, the beachhead is secure and the trend is for labour studies to broaden in all phases of university programming in such a fashion as to more readily meet the needs of the labour movement for research and instruction in the field.

On the subject of who shall teach, no university with integrity will surrender this right. More than one great battle has been fought by American universities for academic freedom against dictation by outside groups. Most often American labour has supported those struggles. Yet no trade union can be expected to encourage its members to participate in a university program where the faculty is consistently against the existence and mode of behavior of the labour movement. This very difficult problem must be resolved before effective union-university collaboration can take place. Most American labour educators believe that labour education rarely works well unless the faculty members of a university labour education service are individuals with life experience as union leaders, or social activists with a strong commitment to the labour movement.

...university administrators and academics in general have conceded only partial recognition of the legitimacy of labour studies as a discipline

Some universities refuse to permit union labour educators to teach in their programs, others attempt to mount a joint union and university faculty for a particular program. In a few universities, union experience and the personal intellectual strength of union educators are accepted as equivalents for formal schooling and accreditation, and these union educators have been accorded faculty status.

Can faculty really be impartial and uncommitted? It is not likely. Each teacher has a philosophical base, a set of principles and a concept of his place in the world. But these should show through with the greatest attention to objective presentation of alternatives and maximum opportunity for variation and dissent. One does not seek a university labour educator loyal to a particular union or blind to the faults of some union leaders or one who cannot recognize the essential distinction between teaching and propaganda. But it is disastrous to a university labour education program to be committed to a director and faculty who have no real affinity for the labour movement, little understanding of its inner workings and no experience with trade union leadership or rank and file workers.

Methods of financing American university labour education are as varied as the number of institutions providing the services. Since most university labour education programs are on the campus of the state university, unions expect and struggle for the programs to be subsidized to one extent or another.

Strong labour advisory committees have helped to increase the state subsidies and to keep the fees at a minimum. Currently, the union contributes the greatest sum toward a labour education activity. It pays lost time, travel,

subsistence and sometimes all tuition costs. Public grants and private foundation funds often support specialized and innovative labour education activities.

A relatively new source of funds is management, through tuition refund and industry-union educational advancement funds that are generally obtained through collective bargaining. In the auto industry, for example, the company will reimburse workers for educational efforts up to $700 a year per person. Individual workers and union members often have to pay for their own education at the bachelor or advanced degree level. In some cases the union provides a scholarship.

All labour education services in American universities are handicapped by their lack of freedom to develop to their full potential. This is as much a factor of the status of the labour education program as it is of budgetary limitations. Labour education is housed in most campuses in the extension division or in an institute of industrial relations. Some programs are under the jurisdiction of professional schools of education or business administration. In a few universities, labour studies fall under the supervision of liberal arts deans.

In extension divisions and in industrial relations institutes, labour education competes in its struggle for resources with other units of these bodies. Management, on the other hand, probably has five or six other university bodies providing various educational services to its members.

On a related subject, university departments must be judged primarily by the quality of students they help to produce. Trade union students suffer from the lack of a systematic program of studies.

...unions are correct in taking the position that worker education...should be financed, in the main, from public funds

Rarely do they have the advantage of educational counselling.

Another important characteristic of the university is that it offers students certain vested rights and advantages that are not enjoyed by union members who have sometimes spent years in labour education courses. Universities can and should recognize work done at other types of educational institution.

University teachers from other disciplines more often than not have great difficulty in relating their subjects to the needs of labour studies, and there are currently only a handful of individuals serving as teaching staff in labour studies. These are people with many years of experience in the labour movement who are only just beginning to divorce themselves from active union work so as to take up more concentrated study. The quality of instruction in labour studies will improve as these individuals achieve their full potential and as new staff are generated by the labour studies courses.

Universities can continue to play a special role in helping unions develop imaginative programs in labour studies. Perhaps the most exciting area in future will be experimental attempts to help workers to avail themselves of the new opportunities for educational advancement that unions have begun to negotiate at the collective bargaining table.

One union and one company in the United States have negotiated a $105 million annual educational opportunity program for workers, providing for the refund of tuition fees. Another program provides for a total of $55 million for the same purpose. Canadian unions have already negotiated educational funds and scholarships which help support the Canadian Labour College based at McGill University in Montreal. Other unions are establishing industry-wide educational advancement funds to meet the educational needs of union members and their families. These enormous sums will have a profound effect not only on the character of organized labour but on the quality and skill of the workforce, and will ultimately alter significantly the education system in the United States and Canada.

Undoubtedly, unions are correct in taking the position that worker education is primarily a public responsibility and should be financed, in the main, from public funds. In this regard, many unions have fought for federal aid, called for free universal education through college, and supported the development of low-cost community colleges. Some have urged income tax deductions for educational expenses. But just as unions have in the past negotiated a wide variety of fringe benefits such as pension and health plans, and supplementary unemployment benefits to complement existing public programs, the time has now come for them to place educational opportunities high on their fringe benefit priority list so that significant sums of money will become available to develop programs supplementing public education.

As the labour movement launches its new wave of organization, one of its attractive features for white-collar and professional people

might very well be its concern for educational opportunity for its members.

Teachers and other groups concerned with professional status, increased income derived from advanced degrees, and the ability to continually improve the quality of their performance, will certainly appreciate and support the idea of a negotiated fringe benefit that provides additional educational opportunity without cost and without loss of income.

Dedicated trade union leaders need new knowledge to cope with the expanding size of unions and the changing roles and relationships that will result.

Very few of the millions of new workers who have entered the labour movement since the last significant wave of union organization in the 1930s and 1940s know anything about the social, economic and political developments that led to the situation in which they find themselves today. Unionists have to learn the practice of unionism, the meaning of industrial democracy. They need a grasp of parliamentary procedure, union administration and grievance procedure.

Union leaders must learn how to communicate imaginatively with the rank and file, how to compete with television so that members will be motivated to attend meetings, serve on committees, and understand the union's position on inflation, civil rights, and legislative programs.

Some of them must face a growing obsolescence of the old functions of stewards and learn the new tastes of "community stewards" who serve the local community as a whole rather than merely their fellow trade unionists. They have to learn how to organize white-collar and professional workers.

...the efforts of organized labour to provide educational opportunities for workers have generally been limited by the financial drain on its resources

In the face of these growing needs, the efforts of organized labour to provide educational opportunities for workers have generally been limited by the financial drain on its resources. Unions have therefore begun to take very seriously the attainment of educational opportunity and manpower development programs through collective bargaining with employers.

Many are including in their wage package demands a contribution of a given number of cents an hour to a union educational fund to be used for experimentation and innovation designed to increase the educational opportunities available to workers.

Public and private resources in Canada are sufficient to ensure that no worker need be condemned to spend the rest of his days in a particular job because of limited education. No union representative should lack the education which he needs to understand the economic, social, and political problems facing his country and the modern world.

University labour educators bear the responsibility for developing basic, intermediate, and advanced courses that will afford an opportunity for workers to participate in a long-term labour education program including degree courses and post-graduate, in-service professional training programs within the labour movement. This effort will have added meaning and greater prospects of success if it can be made in fruitful co-operation with union labour educators. lg

ARLEC is helping things happen in the Maritimes

by Mark Alexander

Some interesting things that are happening at the Atlantic Region Labour Education Centre should help shape the future of the labour movement and of industrial relations in the Maritimes.

Established four years ago under the auspices of the Atlantic Development Council, ARLEC is designed to provide French and English educational opportunities for labour leaders and union members from the four Atlantic Provinces. Funding for the centre is provided through the Department of Regional Economic Expansion (DREE), with the responsibility for the program being provided by a board made up of the presidents of the four provincial federations of labour, the director and one other representative from the extension department of Saint Francis Xavier University as well as the regional director of education for the CLC and a representative of the Atlantic Development Council.

Responsibility for running the centre falls on Ed Murphy, program co-ordinator and a member of the staff of the extension department of Saint Francis Xavier University. Interestingly enough, the funding for the centre would never have been made available had DREE not planned to spend money in the region on management education. Observant union leaders felt that labour deserved an equal opportunity for advancement and petitioned the federal agency to provide them with funds to run their own school.

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In planning the centre's program, the board's intentions were originally to simply "raise the water level" amongst union members and leaders in the region by providing them with a sampling of ideas and knowledge from various disciplines. However, realizing that resources were limited and that the population they were dealing with was quite large — 216,000 union members organized into 1,400 locals — a more focused approach was needed. Similarly, because most of the unions operating in the region already ran their own educational programs in specific skills such as grievance handling and contract negotiation, it was felt the course content should stay away from those areas that are legitimately considered union responsibility.

Given these two boundaries to work with, ARLEC has developed a program which, although general in content and direction, provides the student with enough specific skills development that participants go away with the feeling that they have learned something that does have carry-over value in helping them deal with "back-home" problems.

How does the ARLEC program work? It is broken into two, 2-week modules. The first is directed toward the development of *individual* leadership skills within each participant. The second module is directed primarily toward developing the ability of the individual to work better with other people in group situations, or *team* leadership skills. In the words of one participant:

"ARLEC I builds you up to the point that you leave here full of vim and vigor, ready to conquer the world *on your own.* ARLEC II breaks you down so you realize that you *need other people,* to conquer the world and then shows you how to work with those other people."

The first module has been operating since the start of the school and has successfully graduated some 500 students. The second module, for which the planning began in 1975, was run last winter with 30 "ARLEC I" graduates.

The typical Level 1 program starts on a Sunday evening, with all the participants meeting at the Coady International Institute on the Saint Francis Xavier campus, for an introduction session. The tone of the whole two weeks is set in this first hour. All 30-odd participants are seated in a large circle and then asked to stand individually in front of the others and say their name, which is repeated aloud by the whole group, several times.

Slowly, the group works around the circle, stopping at intervals to allow selected individuals to run over, out loud, all the names of the people who have been introduced to that point. By the time the last person is reached, all the participants know each other's name, often where they are from and their union affiliation. The message is, however, that participants are going to have to get up, in front of their fellows, speak and be spoken to. For many, this is the first time they have ever stood and spoken before a group of people. From this rather modest but involving beginning, the two weeks proceed, placing more and more pressure on the individual to perform in particular situations.

Typically, the activities in the first week include sessions on problems of the Atlantic economy, trends in collective bargaining, social reform, poverty in Canada, alcoholism and the role of the union, union structure, business unions, leadership dynamics and television interviews. The second week includes sessions on productivity, labour's social role, leadership dynamics, utilization of the media, community organizations and federation of labour presidents' meetings.

Topical areas such as the economic problems of the Atlantic region or trends in collective bargaining are dealt with by outside speakers who come from a variety of areas, academic, government or the union movement itself. In addition, there are simulations of real-life situations that a union leader might run into — such as a TV interview — as well as simulations of real-life circumstances of importance, particularly community affairs and community organizations. In these exercises the participants assume the roles of members of community organizations or have to play the role of a union leader responding to a TV interview.

The main activity throughout the two-week period, however, is developing leadership skills in the participants. Under the guidance of John Campbell of King's College, members of the class explore parts of their own personality which in most cases they never knew existed. Through a series of Dale Carnegie-type exercises "John Hugh," as he is affectionately referred to by everyone, forces hardnosed construction union bosses to learn to "cry like babies" and mild mannered food processors to "scream blue murder," all the time getting them to look at themselves and some of the potential they have as individuals. By the end of the two weeks the students go away with the sense of self-confidence necessary to deal with most of the problems they have to face in their home-union situation.

The main activity in ARLEC I is developing leadership skills

"ARLEC II" has been introduced in the past year in response to the growing number of requests from "ARLEC I" course participants for follow-up on many of the topical areas covered at the first level. Similarly, it was realized that the heavy emphasis being placed on individual development and individual performance might be having some detrimental effects on a few union locals, for as one participant put it:

"Having this dynamic gung-ho individualist come crashing back into the local situation is often not the best thing for group cohesion. Some members were taking a backseat to the ARLEC grads."

Basically, the rationale behind the design of the Level II course is that if union leaders are called upon to carry out individual activities such as talk to reporters or make public speeches they also have to work on safety committees, grievance committees or negotiating teams. Therefore, an understanding of their own behavior in a group situation is equally as important as an understanding of their own potential as an "up front" leader. The emphasis in the second course is on understanding the requirements of effective group dynamics and leadership requirements within the team rather than individual context.

As with ARLEC I, participants arrive on a Sunday evening and go through the large circle introduction session familiar to them from the first course. However, similarities end there. The next five days see the participant working with a group of six or seven other individuals on a series of exercises and problems directed toward helping the group members learn to behave and act more like a team and less like a bunch of outspoken and often forceful individualists. Again, topical areas are covered, such as learning to understand financial statements, and undertaking an analysis of the types of power used in union organizations. These topical areas, however, are dealt with in small group situations, with each group stopping periodically to examine its progress as a group and analyzing whether or not they are behaving like a team or more like individuals forced to work together. Through these periodic "critiques" of group process, which are assisted by

video-tape playback of the group operating, participants begin to experience what it is like to be a member of an effectively running team. For many, the playback either through the use of video-tape or from other members of their group reveals aspects of their behavior of which they were not aware. However, these aspects, rather than being those of individual potential as revealed in the Level 1 course are of how that participant affects his or her group's performance.

By the end of the first week, most of the participants are convinced that changes are needed either in themselves or in their home situation, and each makes a commitment to their group that they will make changes after the course is completed. The commitment is a real one in that it is made by an individual to the other members of the group with whom she or he has been working for the past week. The bond between team members is strong and therefore, the commitments are not made lightly.

The second week of Level II follows a pattern similar to Level 1, with a series of topical areas being covered by outside speakers or through real-life simulations.

There might be some who could argue against both the reasons for having the ARLEC program as well as the nature and content of the program. Educational programs are traditionally measured on the contribution graduates make either to industry, government or society in general. Using this criteria, ARLEC measures up. Its graduates are making contributions not only to the labour movement but also within their own communities.

The emphasis in ARLEC II is on understanding the requirements of effective group dynamics

On an individual level, the ARLEC program is helping. Within our society we are prepared to spend millions of dollars each year providing facilities and services for post-secondary education. Despite the myth of universality, the major beneficiaries of these services are the young single members of the middle-class who inevitably graduate and go on, in many cases, to assume managerial positions. The people who attend ARLEC are not necessarily young or middle-class, they are working-class people with families, and they have not had the opportunity to participate in post-secondary education, in many cases through no fault of their own. To allow them the opportunity to further their development is certainly not asking too much. If anything, the question might be raised as to whether enough is being done.

Harder to measure is the benefit of the enthusiasm the course generates amongst the participants. When a man like big Jim Orr, a tough-talking longshoreman from St. John, is prepared to sacrifice two weeks of his own holidays to come to ARLEC because the company would not give him leave, or when a group of eight union people work until eleven o'clock at night or straight through their lunch break in order to solve a problem, then you know that people appreciate what is happening to them.

There are spill-over effects. Many of the participants come from geographically-isolated areas, one-industry one-union towns where they do not have the opportunity to meet with other union people and share ideas and information on what is happening in the labour movement.

However, the greatest benefit from ARLEC is that it is doing just what it set out to do — "raise the water level." For not a little bit of the problems that plague industrial relations in this country might be attributable to the fact that a very definite disparity exists between the educational qualifications, attainment and exposure of the average management representative and members of the union movement. Needless to say, all our industrial relations problems are not going to be solved by providing leadership training for members of the union movement, but it is a step in the right direction. lg

A Manitoban approach to labour education

by Marc Zwelling

Despite the growth of education budgets across countries and the expansion of post-secondary school facilities, adult education is beyond the reach of most workers.

The reasons are simple. Workers can't afford to leave jobs for long periods of time. Even the most highly motivated find it impossible in many cases to match school hours with shift-work schedules. Shift work rules out night schools, the traditional time for adult education.

Two years ago the Manitoba government, at the insistence of the Manitoba Federation of Labour, agreed to investigate the special education needs of working people. When governments usually want information, they pick experts. A typical study of worker needs for education would be expected to include several professors or consultants who, the governments could assure the people, would make every effort to consult the workers about their feelings.

Manitoba broke the rules right from the beginning. Instead of expert consultants the government picked 10 men and women who were workers in meat packing, retail stores, mining, foundries and baking. They were called the Informal Working Group. These workers were asked: what should the government be doing to get people out of dead-end jobs and give them more opportunity? What do workers need to escape the grip of poverty because inadequate skills and training keep them in low-wage jobs?

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Soon, Manitoba's Department of Colleges and Universities Affairs Minister, Ben Hanuschak, got the answers. The 10 workers, recruited by the federation of labour, spent two months interviewing hundreds of men and women at plants, offices and mills.

The responses to the group's questionnaires and interviews were frank. Most education at university level was simply not available because some employees even lacked high school degrees. Many had been forced to leave school at an early age to get jobs and support families. Some lacked the knowledge of English to advance where they worked or to learn anything new. The report from mining industry employees said, "The greatest concern was their financial commitments would not allow them to quit working to take the course of their choice." In the meat-packing industry around Winnipeg and Brandon, workers said they had "a feeling of entrapment, with little hope of advancement."

Not too surprisingly, some employers were worried about their employees' lack of education. Personnel directors complained of high labour turnover and shortages of skilled employees, especially workers with journeymen's certificates. Dairy industry employees viewed apprenticeship programs as cheap-labour pools for the bosses. In one northern mining town one half of the young workers interviewed said flatly they were unhappy with their jobs. Disenchantment, skepticism and despair seemed everywhere.

The Working Group gathered in Winnipeg to make its recommendations. They recommended an overhaul of the province's apprenticeship programs. Worker-management committees should be required wherever employers get federal and provincial money to train employees, the group suggested. The emphasis in provincial education policy for adults should be shifted from classrooms to working situations, and more funds should be made available to enable workers to leave jobs for full-time study without going broke.

Other recommendations included a labour studies centre to develop a college-level program about collective bargaining, labour

history and occupational health. Special programs were recommended to enable workers to get recognition of their time in the "school of hard knocks," with some classroom work to give them the equivalent of high school graduation. More English courses for new Canadians to help them get better jobs and prepare them for additional training were suggested.

"These recommendations sound like common sense," says Ron Habkirk, a member of the United Steelworkers of America who worked at a Winnipeg plant before joining the Working Group, "but our experience as workers ourselves gave the recommendations more impact in the eyes of the government."

Others in the original group included William Miller and William Gragie (Retail, Wholesale and Department Store Union), Gary Paulin and Gina D'Ottavio (Retail Clerks' Union), Don Paley and Ewald Schentag (Canadian Food and Allied Workers) and Murray Smylie, Jay Cowan, and Al Rivers (Steelworkers). Added later to the group were Joanne Thibault and Kathy Marshall of the Canadian Union of Public Employees. A year's budget for the group is less than $25,000.

The group credit their rapport with other workers for their success in making Manitoba's government listen. In the eyes of the government there was no gap between the working people of the province and the advisers. Right away some recommendations turned into action.

At Winnipeg General Hospital 40 non-medical employees were enrolled in special English courses. The hospital paid the wage bill while the student-workers went to classes. At Westeel Rosco, a manufacturing plant in Winnipeg, 20 employees and supervisors took a special safety course. The Manitoba government and the company split the cost of wages 50-50. Injuries in the plant have declined 80 per cent since March, when the course was finished.

Adult education is beyond the reach of most workers

Most exciting of the programs recommended by the Working Group is the high school equivalency course. In the past year more than 100 have passed the course at Minnedosa in the south, and at Lynn Lake and Leaf Rapids in the north. Getting high school credit to these people opens new roads for their futures, says Jay Cowan, an original member but no longer part of the Working Group.

"No one had really bothered before to ask the workers what they wanted or needed," says Cowan, a former miner. "There had been a bushel of reports and recommendations, but most of them were little more than the fantasies of academics who spent eight hours a day behind a desk."

Sherritt Gordon Mines, the chief employer in Leaf Rapids and Lynn Lake, shared the costs with the province to support the workers' program. Each put in $5,000. The original concept of no loss of pay for school time didn't fit the 24-hour continuous operating schedules of mines and mills, so Sherritt and the government paid the workers an hour's pay for every hour spent in class. There were 20 classroom hours. Classes were held at night and during the day to accommodate shift workers. Some residents who didn't work at the mines also applied. The classwork prepared the worker-students to take Manitoba's General Educational Development tests, or the GED. Graduates say it's not necessary to cram facts and figures since the test is more general.

A Lynn Lake miner, Pat McLaughlin, helped promote the GED classes. Only two of 60 who took the first courses in early 1976 failed the GED test. Says McLaughlin, "This should not be taken as an indication that the course is an easy one. Those who enrolled completed it through determination and work. Anyone can with an amount of ambition, determination and a willingness to work." The encouragement of Sherritt Gordon Mines, and the company's financial assistance, helped. A Sherritt personnel officer quoted in a Working Group report: "Our philosophy is that continuing education for adults is a necessity."

Manitoba broke the rules right from the beginning

Some managers consulted by the Working Group weren't so enlightened. Some feared that "smart workers" would use their new-found education to demand higher wages or leave for better-paying jobs. The Working Group advisers admit that giving workers more mobility in the job market is the reason for the Group's existence, but at Lynn Lake, Pat McLaughlin said, the company benefits, too. "The companies' interests are simple: a sensible desire to help employees get their

Manitoba's universities' minister, Ben Hanuschak (wearing hard hat) joins two recent Steelworker graduates of a safety program at Westell-Rosco Winnipeg, sponsored by the Manitoba Department of Colleges and Universities. Far left is Gordon Hodgins, president of local 3276. Beside him is Ron Habkirk of local 4297, a member of the province's worker training and education program.

education and through this education have the opportunity and initiative to gain certified trade positions or simply be better able to comprehend certain facets of their work." McLaughlin argues that opening more avenues for advancement will serve to curtail labour turnover in isolated towns like Lynn Lake.

One of the pioneers of the Working Group was former Manitoba Federation of Labour president Len Stevens, a Steelworkers union official. He lobbied the provincial government to organize the Working Group and had a hand in picking the participants.

"I give the government all the credit in the world for having the imagination to do something unprecedented like this," says Stevens. He adds that the federation of labour will have to keep up the pressure to get the remainder of the Working Group's recommendations implemented. The Labour Studies Centre, for instance, would be unique, though one was proposed by the New Democratic Party government in British Columbia shortly before it was defeated in the 1975 elections. The institute would promote understanding of organized labour, something Stevens and other union leaders in Canada feel is urgent.

"No one had really bothered to ask the workers what they wanted or needed, before"

The Working Group has told Hanuschak that the university system and many of its programs are "inappropriate to the interests and needs of working people and yet are financed from the taxes paid by these same people." Instead of serving what the federation of labour believes is an elite slice of Manitoba society, the university system should be tailored to workers' needs.

Unions will also have to do more at the bargaining table, Stevens recognizes. Last May's Canadian Labour Congress convention endorsed a lengthy resolution calling on affiliates to bargain paid education leave so union members can go to school while still protecting their seniority, job security and pensions where they worked.

The Working Group also says the primary schools ignore labour's past and its role in the country's social and economic life. The Group has recommended a crash program to help teachers and school boards develop teaching aids and to bring experienced unionists into more classrooms as lecturers and teachers. The Working Group is continuing and recently hired a full-time director for the worker training and education program, a miner from Thompson, Mike Geravelis.

As advisers, the Working Group members are unique in Canada. Unique, too, is their government, which had the instinct to break the aged mold of bureaucracy and do something different. Manitoba's workers are grateful for that. lg

Union education at the crossroads

by Dieter Schachhuber

Although major Canadian unions and other labour bodies have been engaged in education activities for a long time, a study conducted for the CLC in 1973 shows that only 16 per cent of all affiliated unions have education departments with full-time staff engaged in ongoing programs.

The CLC, provincial federations of labour, and some district labour councils engage in education activities but reach only a small number of members on a very selective basis.

Education programs are the only means by which union members can learn about their unions. It is surprising that Canadian unions have made only very limited efforts to educate and inform their members about their rights and responsibilities, about union principles and the role of labour in society. This might be explained in part by a lack of resources, and also by the traditional concern of unions with bread and butter issues. Most financial resources are committed to the collective bargaining effort and to problem solving at the work site, and education services are often the first victim of austerity measures when economic circumstances worsen.

But a lack of education programs is not the only problem. Obsolescence must also be contended with. The types of programs generally offered are becoming increasingly inappropriate.

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The emphasis is generally on tradition rather than innovation. Education too often is a vehicle for the maintenance of the status quo and too infrequently helps members cope with change. Teaching tool subjects, such as grievance handling, steward training, collective bargaining, and the conduct of meetings is not wrong, but it is not enough. Moreover, teaching methods are rarely in tune with modern adult-education principles and are only coincidentally tailored to achieve clearly defined goals.

This traditional approach is the result of a number of developments. Unions have a preference for hiring "their own," presumably because a strong philosophical commitment to the employing union is considered essential, and because union skills — organizing, bargaining, problem solving — need to be learned through practical experience. This concept works fine in the case of service officers, negotiators, and problem solvers, but it is inappropriate in the case of educational staff. Thus, previously active union members and officers may fill responsible positions in education departments without being trained, experienced or interested in education, educational research, program development, or adult training. Since previous loyal service is often a prerequisite, such staff are often loyal to the established order, have a preference for maintaining the status quo and may not fully understand the education needs of the membership at large. As a result, they act less as educators and more as defenders of the status quo desired by union leaders. A further problem lies in the selection of participants in union programs. Courses are frequently considered a reward for past loyal performance, not the path to improved future performance. Members of long standing, often part of the power structure, predominate in many programs, again leading to an emphasis on tradition rather than innovation.

In sum, union education in general has achieved only limited and sometimes questionable goals: the dissemination of information to the general membership, the training of a limited number of select members in union skills, and the advocacy of the traditional union views held by elected officers. Consequently, the new challenges faced by unions and their members have not been met, and the dialogue between members and leaders has not been improved by union education.

These criticisms raise some important questions. Is it in the interest of unions to conduct more effective union training? If so, are unions capable of providing such

training? These questions were answered in the affirmative by the Public Service Alliance of Canada. The Alliance leadership realized that the gap in communications and understanding between members and the leadership could not be narrowed through an education effort which was mere window dressing. It had also become clear that a complex organization of more than 170,000 members could not be run autocratically from the centre if a democratic union was to be maintained. Leadership potential had to be developed at all levels of the organization, awareness had to be increased, participation had to be improved. This could only be achieved through an innovative approach to education.

In the Alliance, as in other unions, tool courses alone had done little to alleviate the typical problems faced by unions. So Alliance leaders and staff set out to change education within the union. The first step was a commitment by the elected officers at the centre to give education a new priority. The second was a substantial financial commitment. The third step was a change in staffing policy for the education division. Outsiders with interest and experience in adult education were brought in. They had no political debts to pay, no obligations to anyone, and had no stake in maintaining the status quo.

The stage was set and the new staff could set to work on two broad goals: to determine the most serious problems that an effective education program might solve, and to design a program, or programs, that would eventually solve these problems.

Little imagination was needed to identify the most serious problems. They seem to be common to most major Canadian unions: lack of a generally accepted philosophy, membership apathy and alienation, lack of participation in union affairs at all levels, diminishing democracy and a widening gap between members and the leadership.

The types of programs generally offered are becoming increasingly inappropriate

Obviously, these problems are not only a matter of poor skills and knowledge. They are rooted in attitudes and behaviour. Therefore the main goal of any new education program has to be attitude change, from pessimism to optimism, frustration and apathy to self-sufficiency and action, an ambitious goal indeed. To achieve this, the education division designed the "union development program," consisting of four progressively more complex and more challenging levels of four to six days intensive participative learning. Breaks of one to two months between levels allow participants to apply previously-gained knowledge. During these periods they also learn to recognize and solve increasingly complex problems as their knowledge, confidence, abilities, and commitment increase.

By the end of the fourth level, participants are expected not only to recognize problems, but also to have the ability and willingness to deal with them. They are expected to provide service and information to fellow members, to provide input to the collective bargaining process, to be involved in union politics on the local, regional, and national levels, to activate and revitalize the organization at all levels — in short, to help create a viable union organization in tune with the needs of the membership.

To achieve this, close attention must be paid to three major areas of concern: selection of participants, course contents, teaching methods, and instructors' attitudes.

The program is aimed at members who are willing to be active, to make an effort to improve their own situation, as well as that of fellow members. It is difficult to predict future attitudes and actions, but past and present behaviour is often a reliable indicator of things to come. In the selection of course participants, attention is focused on newer members, or on members who have recently become active but lack experience and knowledge. This does not necessarily mean that members of long standing are excluded, but their actions must indicate that they are willing and able to make a contribution to the welfare of fellow members. All prospective participants are informed that the success of the course will depend on their own contribution and active participation.

The average course day is often 12 hours of intense participation. The course leaders, at their discretion, screen participants for lack of participation, effort, progress, and responsibility. After all, the program is financed through membership dues and must be worth the investment. It's clear that hard work is expected.

Few members who are only looking for a good time, or a reward for past efforts, volunteer their participation. In general, the calibre of participants is very high. They work hard on the course and in running their union.

These selected standards clearly are an attempt to attract the younger, often least-satisfied members who feel that they are outside the mainstream of union affairs. They may feel frustrated by their inability to cope with problems, by their lack of knowledge, and by their alienation from an unchanging, complex and impersonal organization. Without help, they are likely to become even more apathetic, or their frustration will lead them to work against their union and its goals.

Education too often is a vehicle for the maintenance of the status quo and too infrequently helps members cope with change

Such members are not satisfied with the basic tool courses, and they expect a more innovative approach. It is now generally agreed that students who sit passively, listening to a lecture, watching slides or movies, will learn passivity. If they are active and decisive in dealing with the course material, and if their own input and solutions count, they will be active and decisive.

Hence there is a great emphasis on active participation in the union development program. Instructors' attitudes are very important for success. They must help participants to identify problems and to seek their own solutions rather than being concerned with timetables, control, and "covering the subjects." Course participants decide which topics need to be emphasized and frequently determine how they will approach the subject matter. Timetables are flexible and up to the participants. Instructors act as resource persons and animators, and pose rather than solve problems. They suggest topics based on a flexible outline, but do not interfere unnecessarily with natural group dynamics.

The program was started as a pilot project in 1975 and has been run twice, to date. During these first two years, feedback from participants has provided new ideas about course contents, teaching methods, instructors' techniques and attitudes, and follow-up. This feedback is based on course critiques from participants at each level. There are no tests or examinations. Rather than traditional student assessment by instructors, the program and the instructors are evaluated by participants. The feedback has shown that there is a fairly strong consensus on topics and teaching methods. There is a clear preference for active, participative learning, which stimulates interest, and develops problem-solving skills, leadership potential, self-help, individual self-expression, and greater confidence among participants.

Course content, based on past experience, is arranged in order of increasing complexity. The first level deals with the most concrete, factual, and familiar subjects. It is similar to basic tool courses in which membership servicing, grievance handling, collective bargaining, and similar topics of local concern are taught. At the first level, instructors exercise considerable control and provide much of the input. Each day, however, involvement by participants is increased through workshops, discussions and other activities.

Level two starts with a short review of level one and problems encountered between levels. (This review is also part of levels three and four.) It then turns to union leadership, organizational problems, and union politics and democracy at the local level. Participants may be familiar with these topics, but they rarely have an opportunity to exchange ideas, express opinions, and develop policies in such an informal and co-operative setting. At this level, more of the workload devolves onto participants.

Teaching methods are rarely in tune with modern adult education principles

It is very important that they express their personal values and opinions on these questions. Through discussions and exercises they gain new insight into group decisions, leadership qualities, human relations and local political activities. From these exercises they improve their own skills as union leaders and develop a new commitment to their locals and fellow members. A previous lack of ideas and solutions and the resulting frustration and apathy are replaced by a new spirit of optimism and confidence. Instructors act primarily as group facilitators, by posing problems, organizing workshops, and chairing debates. Only occasionally do they need to provide factual information or re-direct the group's efforts. Their attention is increasingly focused on individuals who may have problems working in groups or who may find it difficult to adjust to non-traditional learning.

Level three broadens the area to regional, component, and national union politics. (The PSAC is composed of sixteen constituent unions called components.)

Participants deal with constitutional questions, national priorities, conventions, and structure and organization. They also examine relevant labour legislation, and relations with the employer and its agencies. Instruction techniques vary but again participants establish priorities for the Alliance and find means through which these priorities can be expressed. This level familiarizes them with Alliance activities in Ottawa. This is crucial because communication is difficult in such a complex, nationwide organization. Few members can identify with the decision-making centre in Ottawa and often give up in frustration. The program removes these barriers to positive thinking and action.

Level four deals with union philosophy. Discussions are held on labour's role in society, social responsibility, national and provincial labour organizations. Participants debate the question of political involvement. Many questions are raised about labour's social achievements, future goals, economic power, problems of the unorganized, the minorities, women, and the aged. The level closes with problem-solving sessions dealing with topics from all four levels. These sessions practice decision-making, leadership, and problem solving and serve to illustrate how the horizons of participants have broadened and how much more responsibility they are willing to accept at this point, only a few months after they started this program.

Up to this point, the program is always a success in the academic sense. Participants express gratitude for the opportunity, cope more confidently with any problems in the classroom, express opinions more freely, and clearly have greatly improved knowledge about their union. But this is not enough. It may be very nice for the instructors, who might feel gratified by these results. Ultimately the expensive training of a relatively small number of people must benefit the whole organization.

Courses are frequently considered a reward for past loyal performance, not the path to improved future performance

Of the approximately 350 graduates so far, more than 250 have been newly elected to local, regional, and national offices. More than 40 participated in one way or another at the 1976 national convention, many at their own expense. Others participated in component conventions.

Many previously inactive, or disorganized locals have become active and more self-sufficient. Area councils have been revived, committees at various levels have been formed, all by UDP graduates. Most importantly, much greater self-reliance is evident. Locals with UDP graduates are no longer helpless in the face of typical union problems. Many handle their own grievances, some provide assistance in appeals, others have started newsletters and social programs, others have designed their own local information and education programs. It seems reasonable, therefore, to claim that the program has been a success.

Obviously, not everyone will necessarily agree with this claim. The very success of the program has created some negative reactions. Graduates have criticized and challenged the established order. They make new demands and demand greater accountability. They demand to participate in the decision-making process. These new challenges are sometimes perceived as a threat. So far the negative reactions have been limited, however, and have been overshadowed by the positive reaction of Alliance members and officers. The program is likely to continue as long as the results justify the expense.

It is hoped that other unions will examine the Alliance's education efforts. It is in their own interest to create a new generation of active, confident and responsible union members. lg

Canadian Chamber of Commerce

Perspectives on inflation

The Canadian Chamber of Commerce has formally gone on record as calling for the lifting of wage and price controls "as quickly as possible." It also says it cannot support the anti-inflation program "as currently structured" but is prepared to support a modified and "temporary" program in the "national interest."

That was the effect of a resolution containing recommendations on controls adopted by the more than 700 delegates to the Chamber's annual meeting in Montreal, Sept. 26-29.

A preamble to the recommendations said that the real earnings of Canadian workers had increased since controls were introduced in October, 1975, but that corporation profits had declined, dividends were "virtually frozen" at pre-control levels, and average manufacturing selling prices had risen at an annual rate of 3.6 per cent.

"The Canadian Chamber of Commerce cannot continue to support the anti-inflation program as currently structured," the resolution, as adopted, said. "However, the Chamber is prepared, in the national interest, to support a temporary control program which would: (a) be equitable in allocating the burden among business, investors, labour and government; (b) encourage investment and job creation; (c) include more effective restraint on government spendings and a reduction in their share of national income by all levels of government."

The recommendations were adopted after the Chamber's retiring president, G.E. Pearson, made a plea for governments, unions and business people to "concentrate on building Canada."

Pearson said business people may be part of the government-spending problem, by pressing for continuation of grants, incentives and subsidies to industry: "We would be wise to take a careful look at our dependence on government assistance of one type or another, and to take steps to increase our self-reliance.

To Pearson, Canada could afford only one kind of power struggle — "a joint effort by all of us to unleash our productive energies and to foresake power bloc manifestos in favour of positive momentum."

That theme was reflected in an address by Judith Maxwell, director of economic policy analysis for the C.D. Howe Research Institute, who asked whether recent bitter and angry confrontations between federal and provincial regions and between government and labour had been the result of double digit inflation, or whether it reflected "an impasse in a more fundamental power struggle among key groups in our society."

Donald Montgomery, secretary-treasurer of the Canadian Labour Congress, said organized workers would not moderate wage demands despite charges that they were "socially irresponsible" toward lower income groups and pensioners for refusing to "take less."

What happens to the money a union foregoes when it moderates its demands, Montgomery asked. "It goes to the corporation involved, in the form of higher profits, and to stockholders, in increased dividends. It goes for investments, quite possibly in foreign nations...

John A. Meyer, vice-president of Trizec Corporation, drew attention to the federal government's "contribution to inflation made by the rise in its expenditures."

Statutory and other programs, he said, "have come too quickly and been too generous to be supported by the economy. There has been an implicit acknowledgement of this in the federal commitment to match the current rise in expenditures to the rate of economic growth."

Expenditures by all levels of government accounted for more than 40 per cent of GNP in 1975, compared with 25 per cent in 1948, Meyer observed. "These expenditures were financed by a combination of higher taxes and larger borrowing... From 1970 to 1975 year-ends, federal debt rose from $25.7 billion to $37.9 billion, an increase of almost 50 per cent." A significant part of this debt was financed through an increase in the money supply — "at a rate roughly four times faster than real growth in the economy." [See also LG, Oct. '76, p.515] lg

Perspectives on productivity

The following texts reflect remarks made by the authors to the 47th annual meeting of the Canadian Chamber of Commerce, Montreal, 1976.

The importance of productivity

by R.E. Olley

The basic concept of productivity is an expression of the rate at which input is being converted into output. Because the underlying concept of productivity is the idea of converting scarce productive resources into useful end products or services, and because these latter determine much of the standard of living, the national level of productivity tells much about the national level of material well-being. Improvements in well-being must be roughly paralleled by improvements in productivity.

The higher the level of productivity and the faster it is growing, the more there is latitude for improvement in qualitative features of life such as conservation, environment, public services and education. Each of these is partly reflective of high and growing national productivity, but each is also importantly contributive to that very same productivity.

Indeed, the current and growing preoccupation with productivity can be thought of as a re-emergence of critical concern about the basic economic problem, namely that resources, labour, and capital are scarce relative to the range of goods, services, public benefits, and qualitative features that we want

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out of life. This emphasis is important and necessary as long as unmet wants, private or public, continue to exist.

At a narrower level, productivity improvement is important to an industry because it determines that industry's competitive ability and profitability, as well as its ability to pay good and improving wages to its employees. Some industries, domestic or foreign, are always improving their productivity: through technological improvements, organizational and managerial changes, or new products. For any given industry, improvements in other industries can mean lost markets, lost income, and tightening wages, working conditions, and profits — unless the industry in question is also improving its productivity. Thus, quite aside from the social value of productivity gains, they are necessary to preserve and improve healthy economic and working conditions within any given industry.

An absolutely critical objective has to be to innovate, to economize, and to streamline

At the most general level, productivity could refer to the rate at which labour, materials and capital are being converted into goods and services ready for final consumption. At an intermediate level, it may refer to the rate at which capital services and labour are being converted into sales. Narrow uses of the concept could refer, for example, to rates of sales per square foot of floor space, or to numbers of units of product per man hour.

Common to all valid uses of the concept is the measurement of the ratio of valuable or desirable outputs to scarce and costly inputs. Each method of setting up the ratio is suited to a different dimension of the fundamental economic problem of society, namely that desirable goods and services require the use of scarce and costly inputs that have to be economized as much as possible.

Usually, it is changes in productivity, or comparisons of productivity that are measured, because

absolute levels tend to have little meaning and to be inordinately difficult to measure. When measuring productivity, it is critical, before the calculations begin, to determine why it is being measured. Though the underlying concept is the same for all productivity measures, different types of measures have different applications and meanings.

Thus the measure should be tailored to the particular facet of production, selling, or servicing, that is of interest. That done, the remainder is by and large technical. Complex though the measuring process may be, the key is a clear definition of the function of the measure; the economists and statisticians can then produce and interpret it in most cases.

Measures of performance tend to be developed which directly involve the assessment of the rate at which some input is being converted into an output. Carefully used, these measures can dramatically increase productivity and have done so in all cases where measurement has been applied. This kind of control need not affect adversely the quality of work life. Finally, as a guideline to measurement and control, the concept of productivity helps to set and assess objectives for the future by providing a framework within which fairly precise views of what might be expected can be formulated.

At the very narrowest level, productivity gains, measured by narrow indicators like sales per employee or per foot of space, tons per shift, miles per gallon of fuel, and so on, are of key importance. When properly used, these indicators provide workers, managers, and owners with a means of determining what productivity gains are being achieved. Thus, these kinds of gains indicate the points for control and initiative by workers or managers.

Improvements in the quality of life and in the workplace can only be achieved through greater productivity

Productivity and its improvement are critical to the maintenance and improvement of the health of the firm. A continued and pointed emphasis on productivity provides the most effective touchstone against which to review all activities within the firm. It also provides a guideline to a system of control measures and procedural change that is consistent with the ongoing health of the firm.

An absolutely critical objective has to be to innovate, to economize, and to streamline. Without these, the firm stagnates, often by such imperceptible stages that by the time the problem is recognized it is too late because the required changes are too massive or because other firms are too far ahead, or because the customers are too fed up and have taken their patronage and sympathy elsewhere.

At the national level, a clear focus on productivity is required for a number of reasons. Most importantly, increased production of goods and services, along with improvements in the quality of life and in the workplace can only be achieved through greater productivity. More specifically, the mounting Canadian deficit on the balance of trade creates a number of side effects. Among them are increased pressure to export raw or semi-processed materials, mounting capital inflows from other countries, slow growth in Canadian technology, ready importation of foreign inflationary pressures, ready vulnerability to foreign supply fluctuations, and many others. These represent an accumulation of problems that, in total, are of very serious proportions in respect to Canada's valid national objectives.

Preoccupation with productivity at the national level could lead to improved co-ordination of legislation and governmental practice, and to procedures to make sure that production is not unnecessarily retarded. It could also lead to the extended development of programs that would make the inevitable adjustments to a changing economy not only easier, but perhaps even welcome. Productivity improvement must be deliberately pursued, yet we cannot get much of it without deliberate and co-ordinated effort, with business, labour, and government working in close harmony.

It is perhaps appropriate to look briefly at whether the pursuit of higher productivity means working harder or thinking "smarter," as one strand of popular discussion wants to emphasize. In my view, it is exclusively neither and more than both. Productivity gains stem, for the most part, from new technology and organization. In order for these to occur, both managers and workers have to be flexible and diligent in seeking new ways to cut costs, improve products, or improve the working environment. Far more important, however, is the need for co-operative, dedicated, and good humoured effort on the part of workers, managers, and government to make sure that there are not excessive numbers of net losers, and the need to ensure that

the benefits are equitably shared by workers, owners and consumers. This is a task to which too little attention is usually paid.

Productivity is so important to Canada at this time that a recent two-day seminar of the Ontario Engineering Advisory Council devoted completely to productivity reached a whole set of recommendations concerning productivity. Among them: the formation of a National Centre for Productivity through which representatives of government, labour, management and technology can contribute usefully and effectively to the development and inculcation of new philosophies and mechanisms for productivity improvement. Each of us as individuals can do much to improve our productivity. But we can do much more if a national effort is co-ordinated and ideas are widely exchanged on matters narrow and wide in their scope. lg

Canada's performance

by Ronald D. Southern

For the manufacturing industry, labour is the primary cost factor in production. Employee compensation accounts for 75 per cent of value added in the manufacturing sector of the U.S. and Canada.

Growing concern that Canadian products are being "priced out of world markets" is related to the widely publicized fact that wage settlements in Canada during 1974 and 1975 doubled those in the U.S.

Canada has allowed productivity improvement to be absorbed in cost increases rather than significant price declines

From June 1974 to June 1975, average weekly wages in Canadian manufacturing increased by 18 per cent, while in the United States the increase in the same period was less than 9 per cent. This had a resultant detrimental effect on unit labour costs, which increased faster in Canada than in the U.S. between 1970-74.

From 1970-73, a period representative of current trends, unit labour costs in Canadian manufacturing (in U.S. dollar terms) increased at double the rate of increase of unit labour costs in U.S. manufacturing — in other words, 4.5 per cent against 2.2 per cent.

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Canada's average yearly productivity increases almost doubled those of the U.S. in the 1960-74 period (4.0 per cent against 2.6 per cent). Our greater productivity gain should have helped to reduce our unit labour cost of production compared with the U.S., and hence to strengthen the long-term basis for better competitive capabilities. However, the statistics indicate the opposite. Canada has allowed much of this productivity improvement to be absorbed in cost increases rather than significant price declines.

During the past several years, the differential between wage levels in manufacturing industries in Canada and the U.S. has steadily diminished, with the average level of Canadian wages in manufacturing equalling or exceeding the average wage level in the U.S. The trend has not been offset by sufficient increased productivity and favourable unit labour costs.

...more and more of our resources are being diverted from productive work into government bureaucracy spending

The federal finance department in its annual economic review for 1975 pointed out that our wage increases continue to jeopardize the country's future international competitive position. Also, it placed some of the blame on governments for sharply higher wage increases for public employees during 1975 (average base wages increased 14.2 per cent for private sector workers against 18.4 per cent for public employees).

In 1975:

- Canadian merchandise exports accounted for 21 per cent of GNP.

• The U.S. market accounted for 65 per cent of total merchandise exports.

• More significantly, more than 80 per cent of all Canadian end-products (finished goods) are exported to the U.S.

• It has been estimated that one of every two jobs in all of Canada's goods-producing industries depends directly on Canada-U.S. trade.

• Canada, with a relatively small domestic market, must export in order to attain productivity gains. It is recognized as one of the most export-intensive countries in the world. Canada exports 23 per cent of its gross national product. However, only half of Canada's exports consist of manufactured goods, which account for 94 per cent of Japan's exports, 88 per cent of Britain's, 71 per cent of France's, 88 per cent of Germany's, and 66 per cent of the U.S.' exports.

• The price and cost competitiveness of Canadian industry is already affecting Canadian living standards relative to those of other industrial countries. A few years ago (1960) Canada's standard of living was second only to that of the U.S. A recent Hudson institute study now rates Canada *eighth* in terms of average real disposable income. Furthermore, if present trends continue, it will fall to eleventh by 1985.

In the final analysis, it is Canada's productive performance and its unit costs of production that will determine its fundamental international economic position. One piece of bad news is that more and more of our resources (both human and monetary) are being diverted from productive work into government bureaucracy spending. A fifth of the Canadian workforce comprises persons on the public payroll — about two million persons. Around 45 per cent of gross national expenditure is accounted for by government.

How do we restore the country to economic health and to a more sustainable attitude? By reducing taxation by at least 50 per cent for all productive workers in primary and secondary industry; making the choice for government programs on a tough-minded basis of what are the priorities; and limiting or eradicating many public services. They function poorly in any case, with a cost effectiveness often of less than 10 per cent. There is indeed much evidence to indicate that the marginal productivity of new employees in the government and government agency sectors has for some time been negative. lg

Changes in labour costs and profits per unit of output

Real GNP	(Percentage change year to year) 1972	1973	1974	1975
Real GNP	6.0	6.9	2.8	0.2
Labour productivity (output per worker)	2.7	1.6	-1.5	-1.7
Labour compensation	11.5	13.4	16.9	14.0
Labour cost (per unit of output)	5.1	6.1	13.8	13.8
Profits (per unit of output)	16.5	25.6	23.9	-3.1

Source: Statistics Canada

Hourly compensation (manuf. sector)

	1970	1974	1975 (mid-yr.)
Canada	3.46	5.50	6.20
U.S.	4.20	5.56	6.22

Source: Citibank Money International *May 1976, Vol. 4, No. 4.*

A non-statistical view

by William Dodge

Statistics on productivity, particularly international comparisons, are both unreliable and open to very subjective interpretation. It is a pity that there is not a universally accepted index of productivity.

Another problem is the common use of the average. All of the ratios produced include marginal as well as highly efficient operations and plants in various stages of maturity. Capital-intensive and labour-intensive industries are thrown into the same pot. Different work weeks are included in some indices, and varying degrees of skill and training are usually ignored. On the international level, differences in the composition of industrial complexes, in resource availability, in economic trends reduce comparability. All this is complicated by the possibility of frequent revision of the basis of measurement.

Therefore, rather than rely on statistical data, I would like to turn my attention to the principle and policy side of the issue of productivity, and perhaps draw some conclusions that might be kept in mind when trying to interpret the statistics which confront us from time to time.

Four propositions contained in the Third Annual Review of the Economic Council of Canada are:

- Growth of total output and income has two basic components — growth of employment and growth of productivity.

- Productivity growth is a measurement of the contribution of many factors, including capital, technical progress, and improvement in skills and training of the labour force.

- Because of productivity growth, it is possible for wages, profits and other incomes to undergo a sustained rise without any increase in the general price level.

- Whatever happens to prices, productivity growth is what mainly determines the rate of rise in real incomes per head of population.

William Dodge is past secretary-treasurer of the Canadian Labour Congress.

The Council called these propositions "truisms which cannot be too often repeated," but warned that "the one great danger about them is their beguiling simplicity." It pointed out that determination of prices is not a "one-way street, running from costs to prices," and that these propositions say nothing about the rule of demand, the effect of external pressure on domestic prices, or the effect of areas where productivity is almost impossible to measure, such as education.

A more general proposition to which most of us can subscribe is that a steadily rising standard of living for all Canadians, together with full employment and reasonable price stability, is only possible through increases in productivity. At a time when inflation is our most serious problem, it is becoming clear to both labour and business that productivity improvement must be achieved, to counter upward pressure on unit labour costs and to maintain Canada's competitive position in foreign markets.

The position of labour is understandably ambivalent. Leaders of unions are generally aware of the importance of productivity but stipulate that workers obtain a fair share of the proceeds. A United Steel Workers pamphlet written by Harry Waisglass in 1966 expanded on this theme, stating, "Any incomes policy that restricts future wage increases to past productivity performance without similarly restricting profits and other incomes results in the freezing of existing income inequities and enlarging them."

In a recent article in *The Globe and Mail,* William Mahoney, Canadian director of the United Steel Workers, said "critical to an explanation of what labour wants is the concept of a fair and equitable distribution of income." The idea has gained currency in some quarters that what is known as "productivity bargaining" might provide some answers, and specifically give unions a degree of responsibility for productivity improvement. This idea has not gained much support among unions mainly because they fear wage gains might become totally dependent upon measurement of productivity increases. As one union leader has said, "Employee acceptance of changes in productivity methods hinges primarily on their job security and pay." I see some future for genuine bargaining as an instrument for settlement of special cases, but there seems little possibility that wage determination can ever be

based upon past or future productivity improvement.

While I agree with the prevalent labour view, I do feel that more attention should be paid by the labour movement to productivity as a positive force in the struggle against inflation and for a more affluent society, instead of treating it as an essentially negative element, the introduction of which must be endured only at a sometimes exorbitant price. Work may have its own virtue, but unproductive work is, in my view, an intolerable burden and a curse to modern man.

There is some merit in the argument that the squeeze on profits is reducing capital investment and crippling efforts to improve productivity, although it seems to me, profits are still buoyant and the supply of capital reasonably plentiful. I think it is possible to establish the fact of productivity increase by a process of deduction. Wage increases result in unit cost increases. As unit costs rise, profit positions can only be maintained by raising prices or by reducing non-labour unit costs of production, that is, by investment in research and development, greater efficiency and improved production methods.

If prices rise unreasonably, any contraction in sales will reduce profits and force the producer to adopt means of offsetting the losses. In theory, therefore, each adverse change in the profitability of a producer must inevitably provoke action to improve productivity. It follows that the mere fact of the survival, expansion and continuing profitability of the vast majority of businesses is incontrovertible proof of a continuous improvement in productivity. A company which 40 years ago might have been heard emphatically declaring it would go out of business if it were forced to pay a wage of 40 cents an hour to tradesmen, would be delighted to get a skilled worker today at 20 times that rate.

Of course, there are cases where wage or other demands are so ridiculously out of line that no amount of adjustment by management can save the situation. Unreasonable demands, however, are usually dropped early in negotiations, modified as negotiations proceed, or postponed because they are ahead of their time.

Statistics on productivity are unreliable and open to subjective interpretation

I agree with the C.D. Howe Research Institute when it says: "The wage debate of 1975 has focused on the wrong issues. It is wrong to advocate that Canadian manufacturing workers should settle for smaller wage increases simply because their U.S. counterparts have taken a cut in their standard of living as a result of a severe recession; wages paid to Canadian workers must be based on economic fundamentals. Specifically, the major issue is whether Canada has been generating productivity gains that justify the settlements being signed, after allowing an adequate adjustment for the rise in the cost of living."

In conclusion, I would like to refer to a couple of customs, which I believe are massively unproductive. One is advertising. Vast amounts of money, talent and energy are expanded on advertising that is unnecessary, misleading, untruthful or downright harmful. Providing reliable information about the availability, quality and price of products is an aspect of the good life we find useful and necessary, but the avalanche of high pressure and largely false propaganda fed to the public today is, in my opinion, a misuse of skills, talent and money for which I can find little excuse, particularly when I am paying for it in the price of the product.

Another is the business of investigations and inquiries. The process is almost an end in itself. As an outstanding example of this, let me cite the case of Ontario Hydro. In 1973, Task Force Hydro, appointed by the Ontario government, completed a five-volume study of Hydro. Besides that study, Hydro has since been involved in another six public inquiries. Yet on August 27 the Toronto Sunday *Sun* contained an editorial headed "Hydro Inquiry Needed." A letter to the editor retorted that "the only aspect of Hydro's operation that is not being revealed to the public is the untold millions of dollars that these hearings cost." In fact, in 1974 and 1975 alone, hearings have cost Ontario Hydro $4,730,895 and an expenditure of 436,422 staff hours. Unquestionably, some benefit has been received in return for this expenditure of time and money, but I am convinced that the bulk of it must be put down as a subtraction from the productivity of Ontario Hydro and the economy. I'm sure many of you have had equally unproductive experiences, either through public hearings or through demands on your staff's resources for research information of no conceivable use to anyone. There are undoubtedly other examples.

Let me conclude with an admonition that we cease the useless preoccupation with statistics, manipulated to suit our preconceptions, and concentrate on logical and productive social and economic behaviour and, above all, with social and economic results. lg

The co-determination question in Canada — some feedback

by Sharleen Bannon

The debate on whether or not "co-determination" is applicable to the Canadian industrial relations system is being hotly debated by many unionists, management representatives, academics, and government officials.

Widespread discussion in Canada was prompted largely by the publication of what has come to be known as "the Connaghan report," after its author, Charles J. Connaghan, vice-president of the University of British Columbia and a former president of the Construction Labour Association of B.C.

Although the official title of the Labour-Canada-sponsored study is *Partnership or Marriage of Convenience,* its subtitle explains why all parties in the industrial relations community have given it close scrutiny since its publication this spring — *A critical examination of contemporary labour relations in West Germany with suggestions for improving the Canadian labour-management relationships based on the West German experience.* (LG, Aug. '76.)

Two recent conferences provide some feedback from the participants in the debate. One, on the theme of labour-management responsibility in decision-making, was sponsored by the Employment Relations Branch of Labour Canada in October. The conference, in Barrie, Ont., attracted 150 unionists, managers, and government officials who listened to speakers and participated in discussions on aspects of co-determination and its feasibility for Canada.

Sharleen Bannon is editor of **The Labour Gazette.**

Panelists representing a cross-section of the industrial relations community included the president of The Toronto Star, an assistant secretary to the Treasury Board, Ontario's deputy labour minister, an executive vice-president of the Canadian Labour Congress, the secretary-treasurer of the Ontario Federation of Labour, and a social science professor from York University who has edited a book on workers' control.

Keynote speaker, William Dimma, president of The Toronto Star and a former dean of business administration at York University, told the gathering that the adversary approach to collective bargaining is "antiquated and no longer serves the best interests of Canadians."

"The adversary approach to collective bargaining is antiquated and no longer serves the best interests of Canadians."

— Wm. Dimma, president, The Toronto Star

He blamed the adversary system for Canada's 1972-1974 upsurge in strikes of long duration with resulting lowered economic productivity compared with such other countries as West Germany and Sweden.

He listed socialism, high taxes, and government regulation of private enterprise as drawbacks of the Swedish system, which he otherwise lauded for its attainment of almost full employment, model working conditions, and high standard of living. He warned, however, that "because the Swedish system has concentrated on tripartism, there is less room for business and labour to collaborate in any important way except with a strong government presence."

Dimma concluded that the strengths of both the Swedish and West German systems could be blended to formulate a Canadian co-determination model compatible with the mixed enterprise system Canada now has.

Dimma suggested that the key to improved labour-management relations in Canada is "a common concern for the long-run survival and growth of the enterprise shared by management and labour." He said labour over the past several decades has increased its power relative to management and he called on workers to accompany their newfound strengths with responsibility. Dimma suggested that

deciding how labour's power can be used responsibly to influence the decision-making process is the crucial question facing those trying to cure the ills of the present system.

As a partial solution, he suggested a more widespread distribution of share ownership to encourage a closer blending of the best interests of the enterprise and the interests of those who share in the distribution of the wealth it creates. Dimma dismissed contentions that labour uniting with management to further the interests of the enterprise would co-opt the worker against the interests of the union. "Personally, I think this is a weak argument. The role of the union is in no way diminished. The fact that union members receive dividends as shareholders in no way denigrates the role of the union in obtaining a fair share of the pie as a return to labour." He warned that a "labour member added to the board of directors is a sound beginning but if it stops there, it will almost certainly be viewed by organized labour as tokenism and co-option."

He urged management and labour alike to consider such key issues in the co-determination question as whether each party wants power sharing or merely consultation; what issues would be subject to either power-sharing or consultation; whether co-determination means an extension of collective bargaining or a separate process; whether the focus of co-operation would be at the plant level or at the board level, or both; and whether the process is essentially a private sector agreement between management and labour or a more tripartite arrangement in which government is inevitably not only a full partner but the senior partner.

He concluded with the warning that unless the issues of income distribution, a larger role for labour in economic management, productivity improvement, and strikes are solved through intensive dialogue between business and labour, government will do it for them.

> ***"The very basis of all democracy is in disagreement"***
>
> *— Terry Meagher, secretary-treasurer, Ontario Federation of Labour*

Terry Meagher, secretary-general of the Ontario Federation of Labour, generally disagreed with Dimma's remedies and expressed skepticism about the benefits labour would derive from co-determination.

He asked whether co-determination would help employ the workers management decides to lay off. "I think the very basis of all democracy is in disagreement, hopefully under civilized terms."

"The whole idea of labour's role in decision-making seems to be that you bring them up to a certain point, but then you stop there. I guess that it's all right as far as management is concerned, as long as labour stays in the minority. I always thought that in a vote situation the object of the game was to get a majority. So if you get into a situation where you perpetually have a majority against you...I don't intend to consent to it."

He also responded negatively to Dimma's assertion that employees must first and foremost support the best interests of the enterprise. "I'm sick and tired of things that become established and the people are always subservient. People are subservient to automation, so they get laid off. So the adversary role, as far as I'm concerned, may be antiquated in Japan, but it's not antiquated here."

As to Dimma's contention that strikes are both unnecessary and undesirable, Meagher asked whether management would agree not to withdraw their capital if employees agreed not to withdraw their services. "Why do we have capital strikes threatened where management says if they don't get a better tax break, they're going to take their money and go elsewhere. If they are going to act like that, I don't think management should apply a double standard to us."

As to the applicability to Canada of centralized bargaining procedures common in West Germany, Meagher said he doubted that Canadian employers would yield their individual bargaining power and allow it to be centralized through an organization like the Canadian Manufacturers' Association.

Meagher also warned employers and government officials advocating adapting some of the Swedish and West German systems to Canada that in those countries, 90 to 95 per cent of the workforce is unionized. "In Canada you're screaming that the unions are mad with power with a little over 30 per cent of the workforce organized."

He ended his remarks with a plea to both management and labour "to stop building myths around each other." We're talking about human relations and until we get down to the fact that human beings count for something in this country and until we put people first, then I don't think we're going to have a situation where the trade union movement in this country is going to give co-determination its unqualified support.

Another labour viewpoint on co-determination was presented by Julien Major, an executive vice-president of the Canadian Labour

Congress, who discussed the concept of power sharing. "There has been no harmony between the CLC and our governments on this matter because they have so far not been willing to share power with labour, only with business," he stated.

He then proposed a tripartite institution in which labour and business would have equal representation with government. The government has since rejected this CLC-proposed "Council for Economic Planning" which the labour-movement hoped would oversee a number of specialized boards, commissions, and

"There has been no harmony between the CLC and our governments... because they have so far not been willing to share power with labour, only with business."

— Julien Major, executive vice-president, Canadian Labour Congress

agencies that would promote full employment, forecast long- and short-term labour market fluctuations, oversee training and retraining of workers, regulate immigration, channel investment funds, and oversee the administration of old age pensions, workmen's compensation, family allowances and minimum wages. Major assured his audience that the aims of the CLC's "Manifesto" (LG, June '76) and the proposed economic planning council would in no way be incompatible with parliamentary democracy.

"The aim of a tripartite mechanism, he explained, would be to achieve social consensus on important national problems, to elaborate mutually acceptable policy recommendations." The role of organized labour would be to ensure that the voice of the workers would be effectively heard before a legislative, regulatory, or policy decision is taken.

He pointed out such tripartite councils exist in West Germany, Australia, Sweden, Britain, France, and even the tiny African republic of Senegal. He concluded by asking why Canada has no such economic and social planning council.

Tim Armstrong, deputy minister of labour for Ontario, admitted that Western European concepts of co-determination are highly suspect in North America, especially to labour. He cited a statement by Tom Donahue, executive assistant to the president of the AFL-CIO to a Montreal audience this spring, saying co-determination offers little to North American unions that cannot be more effectively obtained through adversary collective bargaining. (LG, Aug. '76.)

Armstrong contended that "any interest in co-determination in Canada comes in the main from academics, from certain sections of the media, from some government officials and from a minority of employers and trade unions, all of whom appear to share the conviction that adversary collective bargaining, with due regard for its considerable strengths and accomplishments, is not perfect."

He added, however, that "among the public at large, there is a slowly developing pressure for labour and management to raise their collective sights and seriously assess how new concepts of co-determination might be usefully adapted to the present system. This heightened public concern, flows in part from a perception that the present system is inadequate in dealing with the twin problems of inflation and unemployment."

"...the risks of co-determination are finite, but the potential is exciting and virtually unlimited"

— T.M. Armstrong, deputy labour minister, Ontario

He then presented some arguments in support of "moving cautiously toward co-determination." Among them, he suggested that participation in management is a means of improving the quality of workers' life on the job. He added also that "quite apart from any ethical objectives, worker participation is seen by some as a contribution to practical efficiency and hence increased productivity." Armstrong also contended that the alienated worker contributes to industrial conflict, so worker participation is seen as a remedy to the high incidence of work stoppages.

Ontario's deputy labour minister concluded by saying that the risks of co-determination are finite, but the potential is exciting and virtually unlimited.

Ian R. Smyth, assistant secretary to the personnel policy branch of Treasury Board described three quality-of-worklife experiments currently under way in the federal public service to illustrate the government's practical application of one aspect of co-determination on a trial basis.

Smyth said these experiments have been undertaken because the federal government has its share of employees who often feel that their work is "monotonous, trivial, meaningless, restricting, and stressful." He pointed out that where such conditions exist,

workers are likely to express their dissatisfaction in such forms as strikes, grievances, absenteeism, or simple indifference. "Since our business is delivering service to the public, this has to be a matter of great concern to us."

Until recently, he said, the federal government as an employer has tended to accept these manifestations as the inevitable consequence of so-called "efficient" methods of production. "We are now beginning to recognize that most jobs can be made more satisfying, often with gains in overall efficiency by making work contain some degree of challenge, variety, responsibility, skill, learning, and an identifiable contribution to the end product. We have set out to discover whether quality of worklife experiments can work in a large public bureaucracy," he declared.

The three experimental worksites are located in the audit section of the regional federal taxation office in London, Ont., involving 140 employees; the keypunch section of Statistics Canada in Ottawa, involving 20 employees; and 30 translators with the Secretary of State Department in Ottawa. The work groups have been given access to an outside consultant to facilitate decision-making and to measure results.

He reported that what is beginning to emerge is an arrangement in which employees control tools, technology, design of workflow, and other aspects of work while management controls quality standards, customer service standards, and budget. "We have agreed to let production goals find their own level over time, recognizing that in the early stages there may be disruptions to normal output."

He predicted that the experiments would result in both improved economic effectiveness and improved quality of worklife for employees. Smyth also reported that the experiments, which began in the fall of 1976 and are scheduled to run for 18 months, have so far indicated that employees know a lot more about their work than the employer had hitherto been willing or able to recognize.

"Since our business is delivering service to the public, quality of working life has to be a matter of great concern to us"

— Ian R. Smyth, assistant secretary, Treasury Board

He pointed out that such experiments have had positive results when undertaken in other countries, including Britain, the U.S., Japan, France, West Germany, Australia, Norway, the Netherlands, Israel, Denmark, and most notably, Sweden, where since 1969 more than 500 experimental projects have been carried out in several hundred companies.

Gerry Hunnius, editor of *Workers' Control,* a book of readings on industrial democracy, suggested that the initiatives toward co-determination now being undertaken by the federal government and elements in the business community be considered in association with the fact that organized labour is essentially excluded in any meaningful way from decisions on large-scale planning, investment, plant location, and manpower training. Only financial rewards have been left to be determined by collective bargaining.

The social science professor at York University also charged that in the past, co-determination has been introduced by management for motives that are not necessarily shared by labour. "In many instances, we now know these forms of co-determination have been manipulative and have been discontinued when the immediate aim, such as to stop labour unrest, has been achieved."

Answering the charge that the CLC's demand for tripartite power-sharing in shaping the economy bypasses Parliament, Hunnius said "Parliament is already being bypassed. Very substantial decisions are made in the private sector that involve planning, investment, relocation of plants, and a whole series of decisions on related issues are being made by people who are not elected and who are not accountable to any elected forum."

He further posited that if you add a third party to that present unilateral decision-making power of business, supported in most instances by governments, you do nothing else but democratize that process.

"Whether you like organized labour's behaviour or not," he told management, "it does represent a substantially larger number of people than does the business community."

On the subject of quality of worklife, Hunnius condemned both organized labour and the federal government for treating what is known as "the blue-collar blues" and the "white-collar woes" separately and distinctly from the problem of power-sharing, economic planning, manpower allocation, manpower training, and investment. "It seems to me quite obvious that if you look at the problem seriously, these are very closely related and are part of one continuum."

He said Canadian workers place

much higher value on the so-called intrinsic aspects of work such as comfortable working conditions, than on salary. Hunnius concluded by saying that "the introduction of some sort of tripartite decision-making is inevitable and equally inevitable is a change in the organization of work. The question before us is what form will it take, who will benefit, will it do anything about the unequal distribution of income in this country."

Smyth from Treasury Board remarked that unfortunately, the words "participation," "industrial democracy," "co-operation," "co-determination," and "quality of worklife," frequently get lumped together under the same general heading. He explained that one easily grasped difference, is between co-determination and co-operation, as practised in Europe.

He said that co-operation means workers in the boardroom have input into the decision-making process but do not have a veto power and consequently do not carry responsibility for the decisions which are finally taken. Co-determination, however, implies not only input, but a legally recognized input to the decision-making process, with subsequent responsibility for the decisions.

Julien Major suggested that a practical application of the concept would be "any important decision affecting the lives of the employees — or even a town — that should be discussed in advance with the people who are going to be affected by the decision." Hunnius agreed that Major's concept was a useful working definition because he said that the term "co-determination" per se refers to a very specific set of laws in Germany but has come to mean the entire German industrial relations system.

That forum was the Ottawa-Hull chapter of the International Personnel Association. Frank C. Burnett, vice-president for employee relations of Inco Ltd., although describing Canada's collective bargaining system as being in a "sorry state," termed it "impractical" to try to superimpose a version of the German co-determination system on Canadian industrial relations.

"The introduction of some sort of tripartite decision-making is inevitable and equally inevitable is a change in the organization of work"

— Gerry Hunnius, professor, York University

He contended that the highly centralized structures which characterize the West German system do not exist in Canada, either among employers or in the organizational structure of the CLC and its member unions and locals. "In general terms, the centralized system emphasizes discipline and authority, whereas the Canadian system emphasizes democracy and individual rights." He also pointed out that Canadian unions represent the employee at his workplace whereas the German system represents employees at the political level. He expressed skepticism about the adaptability and even the necessity for German-style works councils in the Canadian system. He said that the responsibilities of the European works councils for areas such as job evaluation, work assignment, pay, and grievances are now carried out by unions. He said the vacuum at the plant level which developed in Germany because of union concentration at political levels has never developed in Canada.

He also questioned the practicability of implementing the German system of worker representation on the board of directors for many of the same reasons Armstrong raised at the Barrie conference. Burnett also predicted that such a move is bound to be resisted in Canada "as indeed was and still is the case in West Germany."

He further pointed out that labour representation on the board of directors would likely inhibit the union's basic responsibility to represent the workers and that it could be difficult for unions to oppose or alter a board decision to which they were a party. He concluded that "despite the scattered support for the idea by some academics and even some management spokesmen, I doubt it presages a trend, or that unions generally are likely to attach a high priority to this area. The importation of this controversial aspect of the German system would not redress the fundamental difficulties of our system and seems more likely to contribute to more turbulent labour relations than to moderate them.

"Despite the scattered support for the idea of co-determination by some academics and even some management spokesmen, I doubt it presages a trend"

— Frank C. Burnett, vice-president, employee relations, Inco Ltd.

Shirley Carr, an executive vice-president of the Canadian Labour Congress, told the personnel conference that the CLC isn't interested in the German system and charged that bad labour-management relations are 80 per cent management's fault and 20 per cent the union's fault.

"There are no productivity problems where there are good labour-management relations," she said, and suggested that if employers stopped impeding their employees' efforts to unionize there would be more harmony on the labour relations scene. What is needed for labour peace, she said, is for employers to accept trade unions as legitimate institutions and encourage rather than oppose their formation and functions.

"The CLC isn't interested in the German system"

— Shirley Carr, executive vice-president, Canadian Labour Congress

Treasury Board president Robert Andras, addressing this same group of personnel officers, added to Ian Smyth's statements on the quality of worklife experiments currently underway in the federal public service by saying that "it would be premature to draw from the current three experiments conclusions about their general applicability to the whole federal public service."

Andras said that although management continues to determine what has to be done during the redesign-of-work phase, a great deal of responsibility for what will be done is being entrusted to people who actually do the work.

Some union-management problems in introducing such quality-of-worklife experiments to employees were outlined by John Paré, assistant deputy postmaster-general.

His experience in dealing with employee unrest due to the quality of working life was more problem-riddled than that described by Ian Smyth of the Treasury Board. "In Canada Post, we have learned through bitter experience that the traditional approaches to improving productivity and job satisfaction have not worked. We've come to the conclusion that we need a new strategy," he admitted.

He said that last year, Post Office officials started investigating the concept of quality of working life improvements. As a result, they selected a major post office for a pilot project, introduced local management to the approach and found a willingness to undertake such an experiment. "The employees, however, resisted these initiatives."

"To put it mildly," he said, "the union executives were skeptical and questioned our motives. Among themselves, they said, 'if it's good for the Post Office, watch out. It can't be good for us.' They were clearly not ready to make the commitment, and said so."

Paré said that management half-expected this reaction, so he proposed that management and union meet and investigate building a relationship based on trust and confidence, and only if this was achieved, embark on quality-of-worklife experiments. He reported one of the unions — the letter carriers — accepted the proposal, while the other union — the Canadian Union of Postal Workers representing the inside workers — did not. "Our win-lose struggle with this union, as a consequence, continues to escalate," he regretfully concluded.

Nevertheless, he reported that the sessions with the letter carriers' union, with the help of questionnaires and an outside consultant, helped management and union tell each other what was wrong with their relationship.

"We were able to hammer out an agreement on how we were currently relating to one another. In the process we got into the underlying issues — the misunderstanding and misconception that had built up over the years and produced the lack of trust between the parties — and were able to resolve them.

"In Canada Post, we have learned through bitter experience that the traditional approaches to improving productivity and job satisfaction have not worked"

— John Paré, assistant deputy postmaster-general

"We were both shocked at how negatively we perceived one another, how rigid and inflexible we each came across. While we didn't always agree, we understood what it was we had been doing to one another over the years to cause each party to see the other so negatively.

Paré said he is optimistic that experiments to improve the quality of worklife in the Post Office will be undertaken to the benefit of employees, management, and the public.

The debate on all aspects of co-determination is on in Canada before a variety of audiences. Editorials, news reports, and columns of opinion on the subject appear in newspapers almost daily. While there are no strong indications yet that a consensus has been reached — either among the parties, or within each group — all participants are well aware that this debate is vital to the evolution of the Canadian industrial relations system. lg

The Sudreau Report

Some French proposals for industrial democracy

by Shirley Plowman

François Lagrange, chief counsel of the Sudreau Commission on reform of the corporate enterprise, was in Ottawa on November 8, as guest speaker at a special seminar held by Labour Canada. Lagrange had come to Canada on the invitation of the McGill Industrial Relations Centre.

A former director of the French labour congress, Lagrange told the seminar that prosperity rather than adversity had prompted this 1975 study of union-management relations. In the period between 1959 and 1974, France's gross national product had doubled along with productivity and wages. This period of prosperity had generated new expectations among the younger, better-educated workers, and reforms were needed if industry was not to fall behind. To improve productivity, the government believed, working conditions must be improved.

Prone to the industrial ills of most free-enterprise countries, France too, is suffering from the work attitudes of the postwar baby boom. Notable increases in absenteeism and turnover are youth's answer to heat, noise and physically tiring jobs. About one million workers are unemployed, more out of choice than necessity, with immigrant workers taking the more boring, assembly-line type jobs.

Shirley Plowman, a former staff writer for The Labour Gazette, *is a program officer for Labour Canada.*

"Capitalism has given birth also to the larger, more impersonal company," Lagrange said, "and the individual worker feels submerged and without influence." Firms are seen as profit-chasers with little concern for either people or the environment.

The Sudreau Commission, he said, encountered two main difficulties. "France has five major trade unions, two of which are imbued with socialist ideology. A prerequisite for any meaningful reform would be a change in the economic and social system. France is also a country of big multinationals with more than 100,000 employees, and also of small service companies with a staff of twelve. With such diversity, it was difficult to devise a central approach."

To improve productivity, the government believed working conditions must be improved

There were the unions on the one hand viewing everything within the context of class struggle, suspicious of the companies' general policies and goals, and the companies on the other fearing the unions' intervention, especially on the ideological side.

Five basic proposals emerged from the study:

- that a social plan be drawn up for each company describing its operations for improving working conditions over the past year, and suggestions for future improvement;

- that companies stress job enrichment, special benefits, early retirement from more arduous jobs;

- that companies encourage worker participation at the middle-management decision-making level. (A main dissatisfaction among workers is that they have knowledge and experience not utilized by the firm);

- that the Ministry of Labour strengthen the role of factory

inspectors to assist companies to improve working conditions;

• that industrial relations courses be introduced into the schools.

A prerequisite for any meaningful reform would be a change in the economic and social system

The Commission's report stressed the need for trade unions to become the main partners of management, and that there be wider scope for collective bargaining. It asked that there be a works council and employee representation at the highest possible level; that representatives from the parent company visit subsidiaries once a year to explain goals and objectives; that one third of the voting members of the board of directors be employee representatives. These boards would not make a firm managerial decision, they would suggest goals and guidelines.

The report urged the setting up of legal emergency procedures. On the appearance of "danger signals," the works councils would offer remedial suggestions to the managers. If management's reply proved unsatisfactory, the works councils would ask intervention from Tribunal de Commerce (Commercial Court).

"We also suggested that a public agency be created that would help firms determine how soon after work disruption they could resume normal activity," Lagrange stated.

Reaction to the report is mixed. "It was at first received warmly by the popular press, then employers expressed concern that there are too many sociological complications," Lagrange said. "And the unions are suspicious of the government implementing reforms during a pre-electoral situation."

So at the moment, the report remains just a gleam in the eye of the labour ministry. Whether or not its proposals will ever be implemented depends on the full co-operation and understanding of government, companies and unions. lg

The Commission's report stressed the need for trade unions to become the main partners of management

Back issues of The Labour Gazette

A recent inventory shows that we have on hand — free for the asking — a limited number of copies of the following issues of *The Labour Gazette:*

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Provincial federations of labour conventions, Fall '76

Ontario

David Archer was unseated from the Ontario Federation of Labour presidency after 18 years in office, as delegates to the annual convention voted 938 to 681 in favour of Clifford Pilkey, political education director of the United Auto Workers.

A third candidate, Gordon Lambert, a UAW member and president of the St. Catharines Labour Council, received 135 votes in delegate balloting during the Nov. 22-24 convention in Toronto.

Wilf List, veteran labour reporter for *The Globe and Mail* of Toronto, described the voting as the first "major" contest in the Federation's history, and said that was why nearly 1,900 delegates attended, the largest turnout ever.

The delegates adopted a "Declaration of Principles and Social Purpose" that said the trade union movement must be given a full and equal share in the decision-making processes by which government and industry chart the future social and economic development of the province. The Declaration called for reform of the electoral process and for "giving power back to the legislature."

"Senior executives and officials of the bureaucracy formulate policy. The legislature deals with this policy after the fact. Its role is often that of rubber stamp."

The declaration proposed the establishment of an economic and social policy planning board — with "adequate" research staff — on which management and labour would have an equal voice in representations to the government.

The declaration reaffirmed the Federation's traditional support for the New Democratic Party: "We believe in a socialist province in a socialist Canada. We helped create the NDP to attain that objective. However, it is not enough to contribute money to our party, important as that is.... Leading trade unionists must run for office in our party and participate as candidates in federal, provincial and municipal elections."

The statement called also for full employment policies, price stability through the creation of an independent and "genuine" prices review board, and policies to provide for equitable redistribution of income.

The convention also adopted a policy statement on industrial health. It said workers should have the right to refuse to work on any operation which they have cause to believe is unsafe, "without fear of any disciplinary action or reprisal by the employer or the government."

The policy statement's 18 recommendations included a provincial research institute to investigate health hazards, co-ordination of Canadian data with research now under way in other countries, federal and provincial co-operation to establish a system of control, identification and monitoring of all hazardous materials, and provisions for monitoring the potential dangers to workers' families through "secondary exposure" to dangerous materials.

British Columbia

Len Guy, a member of the International Typographers' Union, was re-elected secretary-treasurer of the British Columbia Federation of Labour, fighting off a challenge from Art Kube, a member of the United Steelworkers of America and education director in B.C. for the Canadian Labour Congress.

Guy drew 534 delegates' votes to 418 for Kube to retain the Federation's only full-time elected office. George Johnston was returned as president of the Federation by acclamation.

Observers say the relatively close election vote reflected a desire on the part of some of the larger affiliates for a change in leadership style.

As Jack Munro, regional president of the International Woodworkers of America, and a Kube supporter, put it: "We want to improve the image of the trade union movement and take our rightful place in Society."

Observers say the delegates took sides from the opening day of the Nov. 15-19 convention in Vancouver. The usual motion to approve the report of the executive council passed by only a 55 per

cent vote — 427 to 352, after a two-and-a-half hour debate.

The losing side requested a roll call vote, in which votes are proportioned according to the number of members the delegates represent, and also lost it 104,354 to 101,065.

Despite their differences, the delegates united to adopt an emergency resolution to "totally oppose" any federal government effort to place public servants under permanent pay restraints after the anti-inflation program ends. They were reacting to a Nov. 19 statement in Toronto by Finance Minister Donald Macdonald that the post-control period will require mechanisms "to maintain restraint in public service prices and wages." They also unanimously adopted a motion opposing any move toward introducing "right to work" laws in the province.

Another motion called on the Federation to publish a critique of the report by Charles Connaghan on industrial democracy in West Germany. In his report, commissioned by the Canada Department of Labour, Connaghan suggested some aspects of the West German industrial relations system might be applicable in Canada.

Saskatchewan

The Saskatchewan Federation of Labour has adopted a "fight back" program against wage controls. It could include selective work disruptions, drives to organize non-union employees, and a publicity campaign.

The program was endorsed unanimously by delegates to the Federation's annual convention in Saskatoon Oct. 28-30. It calls also on the Federation to "work with labour delegates to the NDP convention to most effectively put labour's position before the convention." That convention was held in Regina two weeks later.

Donald Montgomery, secretary-treasurer of the Canadian Labour Congress, told the Saskatoon convention that the CLC will also continue its firm opposition to the federal anti-inflation program. If necessary, Montgomery said, it was prepared to launch a second national day of protest. He said the Oct. 14 national protest proved unions "can organize in their communities," and they would do better a second time.

Gordon Snyder, Saskatchewan's labour minister, said the province's continual co-operation with the federal program "will be governed in large measure by the nature and extent of program changes which the federal government is prepared to make." He also said the provincial government "wholeheartedly" endorsed the argument of organized labour that "the anti-inflation program is directed toward the pocketbooks of Canadian workers more than toward control...of prices."

Snyder promised the government would move on proposed changes to the Labour Standards Act, which died on the order paper last spring. One would prohibit an employer from requiring an employee to work more than 44 hours in any week except in emergency circumstances. Another would make maternity leave provisions more flexible, enabling a woman to take her entire leave after the birth of her child, if this proved more useful to her.

After noting that several day-care centres had recently gone bankrupt, the delegates adopted a resolution endorsing the principle of free, universal day-care "as a right for all working people." The resolution urged the government to increase its funding of co-operative day-care centres.

Snyder said the provincial government has initiated a program of environmental monitoring to help protect workers from noise, temperature, dust, fumes and other occupational health hazards.

John MacLeod, a member of the International Brotherhood of Electrical Workers, was elected president of the Federation. He succeeds George Semeniuk, a staff member of the Canadian Food and Allied Workers, who retired after two years in office.

Manitoba

Delegates to the Manitoba Federation of Labour's annual convention, in Brandon, Sept. 30-Oct. 3, criticized the province's NDP government for its treatment of public employees, but they also pledged their support for that government in the next election.

They were told by Premier Ed Schryer that it was "highly unlikely" the province would remain in the anti-inflation program after the end of March unless the federal government made major changes in AIB regulations.

In Ottawa, Prime Minister Pierre

Trudeau told newsmen the government would have to reassess the program by next March and that "there would be all kinds of discussions" with Premier Schryer and others.

The convention, which was attended by about 450 delegates, adopted a motion from the Manitoba Government Employees Association which said the government had "utilized the legislative process to negate sections of their agreements with their employees, which is totally and devastatingly incompatible with their philosophy as a labour party."

That motion replaced one containing even stronger criticism which the Association withdrew. Bill Jackson, president of the Association, said the more moderate resolution was substituted because he had been given indications by Attorney-General Howard Pawley that the government would soon include civil servants under the labour relations Act.

Nels Thibeault of Winnipeg, a 59-year-old staff representative of the United Steelworkers of America, was elected the Federation's first full-time president. Thibeault succeeds Len Stevens who is moving to Vancouver to head a new USWA district for Western Canada.

Nova Scotia

The Nova Scotia Federation of Labour has called on the provincial government to withdraw from the federal anti-inflation program.

A resolution adopted by the Federation's Oct. 20-22 convention in Halifax described wage controls as "nothing more than compulsory arbitration" and "an end to collective bargaining." The resolution was adopted after Premier Regan had informed the delegates the province would remain in the program.

Labour Minister Walter Fitzgerald said it was not a question of withdrawing from the program but of making it work better. "There are times when I think you can accomplish more good by changing and improving a policy than by eliminating it," he said.

The program also came in for criticism from Julien Major, an executive vice-president of the Canadian Labour Congress, who said the government should establish full employment as its first economic priority. "But instead the government continues to pursue its historic strategy of maintaining an attractive investment climate, which in reality means supporting higher profits."

Jeremy Akerman, provincial NDP leader, called for closer co-operation between the Federation and his party. "On balance," labour and the NDP had more common ground than differences, he told the delegates.

Akerman also said Canada's trade union movement should operate its own daily newspaper, and the purchase of one would be feasible if every unionized worker would donate a day's pay toward it.

The convention also adopted a resolution calling for "immediate action" toward placing the province's highway workers under the jurisdiction of the Trade Union Act.

The delegates also called for the establishment of a provincial commission to investigate all aspects of the operations of nursing homes in the province, and adopted a resolution expressing concern about the effect of recent staff reductions on the quality of services.

Another resolution asked the federal and provincial governments to get together to devise a program that would enable workers to acquire ownership of homes at prices they could afford to pay.

Gerald Yetman was returned by acclamation for a third consecutive one-year term as president of the Nova Scotia Federation.

Newfoundland

As in other years, the Newfoundland Federation of Labour's convention debate centred on resolutions on housing and transportation. And, not unexpectedly, the delegates adopted a resolution condemning the federal anti-inflation program. However, some observers were surprised by the brevity of the debate that preceded the vote on that resolution.

The 200 delegates at Corner Brook, Oct. 1-13, voted to hold the 1977 convention at Grand Falls — the first time for that community — and re-elected Tom Mayo, a Canadian Union of Public Employees national representative, for a second one-year term as president. They also authorized the establishment of a full-time executive secretary, an appointed position, but set no specific deadline for filling it. lg

comment

Connaghan's proposals criticized

Attacks on collective bargaining as an institution are mounting daily. The media, company presidents and government officials stridently proclaim 'there must be a better way.' The federal deputy labour minister, Tom Eberlee, thinks a better way can be found in Charles Connaghan's proposals (LG, Aug., pp.405, 408) Connaghan's report, *Partnership or Marriage of Convenience*, published by Labour Canada, oozes with praise for the German system. Management is well organized, trade unions are 'sophisticated' and make 'realistic' demands, individual workers are contented and the country, naturally, is prosperous. Little wonder we inefficient, unsophisticated, strife-torn Canadians are invited to imitate Germany's 'movable feast.'

Normally, this type of government sponsored report could be safely ignored by trade unionists. These are not normal times. Traditional collective bargaining is suspended by the wage and price control program. Events, therefore, compel us to respond to Connaghan's proposals.

Regarding the co-determination scheme, Connaghan offers a glowing tribute. "...Co-determination has given the average German worker a close identity with his place of employment and associates him directly with the responsibility for everything that affects him and his employer. The individual is aware that no important decision can be made that affects him and his work place, unless he himself or his representative has had an equal voice in those decisions and shares responsibility for them. In turn, this leads to a degree of knowledge and understanding of the economic developments affecting his work place. In effect this gives the average worker a psychological stake in his company.

Whether this assessment of the effects of co-determination is entirely accurate is debatable. Works council jurisdiction is largely limited to individual plants, severely curtailing the ability to influence multi-plant activities. Works council representatives are not entitled to organize or even to participate collectively in a strike, since to do so would be against the best interests of the enterprise. One observer argues that overall, "...participation...disassociates the representatives from the workers and transforms them into a special kind of manager."

The claim that individual workers are highly aware of co-determination and are playing an active part in shaping events is also highly suspect. One study found that only half the co-determination workers even knew about the existence of co-determination in their enterprise.

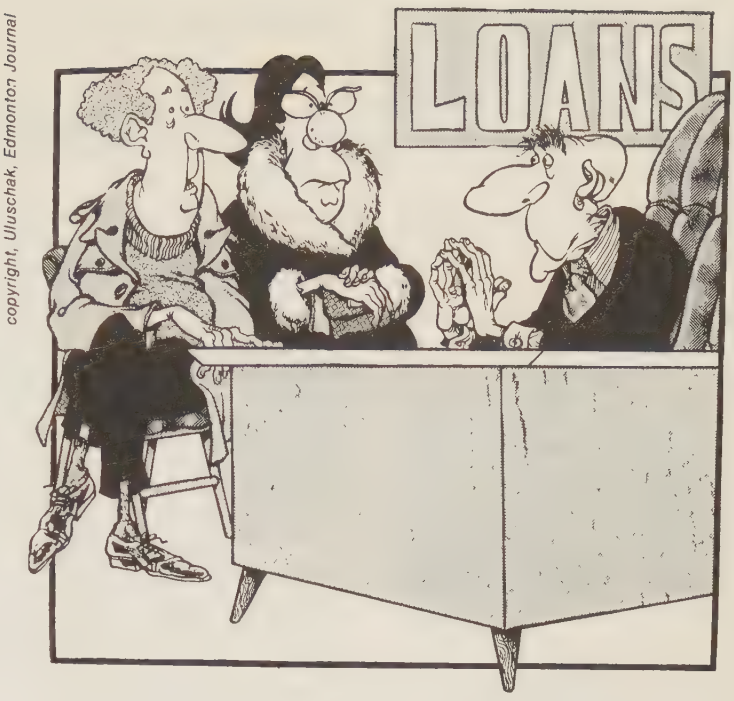
Maria Walther, a psychologist at the Frankfurt Management and Productivity Association stated that the individual does not benefit directly very much from co-determination. But it becomes important when, for example, a coal mine has to be closed — it can assure that retraining measures are introduced, and so on. So in times of crisis it can be extremely useful. Even this alleged therapeutic power may be due to factors other than co-determination. During a recent 10 year period in Britain, 400,000 mine workers, two thirds of the labour force, were made redundant also without a major work stoppage.

Worker representation on company supervisory boards is the other major component of co-determination. As members of the supervisory board, worker representatives have the same responsibilities and legal duties as other shareholder-appointed members. It is of little consequence that they have been elected by the workers. They must act in the best interests of the company as a whole. The precise nature of such 'interests' is of course determined by the shareholders. Several studies, including the Biedenkopf Commission confirm that worker representatives seldom oppose management investment decisions but rather try simply to mitigate the effects of such decisions on the work force.

Generally, the value of co-determination to individual workers seems to be less than Connaghan suggests. Rank and file workers are increasingly prepared to challenge the immense power wielded by the high-level union bureaucracy. (Contracts can be negotiated and signed without membership ratification). From

1964 to 1968, 83 per cent of all strikes were unofficial. Since then, widespread unofficial strikes have occurred in 1969, 1970, 1973 and 1975. A militant shop steward movement is emerging to represent shopfloor dissension. The remoteness of industry-wide bargaining is leading to significant wage drift and further questioning of the technique itself.

Finally, most remarkable about the report is its failure to raise several issues crucial to any discussion of industrial relations. For instance, what is the precise relationship between works councils and collective bargaining? Why has German trade union membership dropped from 40 to 30 per cent since works councils were introduced? What is the effect of extending wages and conditions negotiated by unions to the non-union sector? To what extent do works council agreements actually compete with or undermine collective agreements?



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"We'd like to borrow enough to enable us to live within our means."

The absence of answers to such questions may be due to Connaghan's background as labour relations practitioner for the B.C. Construction Labour Relations Association. As far back as 1971, Connaghan was insisting that trade unions had become too 'powerful.' The legislative pendulum was "swinging farther and farther to labour's side. Governments were afraid of labour unions." This unsubstantiated pronouncement led him to conclude that collective bargaining is "coughing and sputtering along and personally, I'd like to push it off the road onto the scrap heap," because the "process is simply out of step with the society in which it lives." Moreover, "in a period of serious and rising unemployment, there's something obscene about a strike or slow down, especially when the work stoppage has a cumulative effect on other industries." In management's view, perhaps collective bargaining has 'failed.' It is understandable, then, that management seeks to minimize threats to its power by introducing participative schemes. An organized worker's viewpoint, however, is that collective bargaining has probably been quite successful. Efforts to weaken that system are likely to be strongly resisted.

Ray Sentes
research director
International Association of Heat and Frost Insulators and Asbestos Workers Union
Local 126, Calgary.

Books

Strikes: A Selected Bibliography

by **Barrie O. Pettman**, MCB Books, Bradford, England, 1976.

Strikes: A Selected Bibliography, by **Barrie O. Pettman,** is precisely that: a selective list of 1,230 references from 32 countries, covering books, monographs, articles, theses and government reports published between 1950 and 1975.

The titles are not just from industrial relations literature but also from sources dealing with the economic, sociological, psychological, and legal aspects of strikes.

The 32 Canadian titles include six annual reports on strikes and lockouts by the Canada Department of Labour and the 1968 Ontario Royal Inquiry into Labour Disputes; eight books on specific strikes, and 18 articles from periodicals including, among others *The Labour Gazette, University of Toronto Law Journal, Canadian Personnel and Industrial Relations Journal, British Journal of Industrial Relations* and *Revue Economique.*

Any bibliography on strikes is a helpful addition to literature on industrial relations. It would have been more helpful had Pettman presented a more specific criterion for selection than the explanation: "I have tried to include the most relevant contributions."

—Roy LaBerge

Roy LaBerge teaches social science at Algonquin College, Ottawa and is a journalist and former editor of Canadian Labour.

Canada's Unions

by **Robert Laxer,**
James Lorimer & Co., 1976, 341 pp, $6.95

Robert Laxer is a believer in the "broad nationalist movement in Canada." This movement, he says, has contributed substantially to the new, more militant mood of labour in the '70s. This assumption, plus Laxer's tendency to equate union militancy with socialist politics make *Canada's Unions* a polemic, but an interesting one.

"Canadian scholars and media are too prone to regard the society's elite as the only source of activity worthy of their interpretation," says Laxer, and he then places the workers and their unions at the centre of his reinterpretations and predictions for the country's future.

Most of the examples are drawn from Ontario. The teachers' fight for the right to strike in 1973 is identified as a turning point for English Canadian unionism marking the emergence of a "new militance." To further support this thesis Laxer describes a similar transformation of Ontario hospital workers and nurses, and attaches considerable political importance to heightened union activity in the public sector.

The expansion of the service industries, especially government, at the expense of the goods producing sector produced a "fiscal crisis" for the Canadian government which it has tried to solve by restricting wages instead of strengthening the manufacturing sector. This, claims Laxer, has already politicized unionists and the general public alike.

Another thread of the argument holds up the more militant and nationalist Quebec labour movement as an example to English Canada.

From the public service and Quebec phenomena Laxer concludes that "social legitimacy has been recognized as a higher order of morality than legality," and by implication we are to expect rapid and radical changes as the inevitable outcome of this new consciousness.

It is easy to dispute the relative weight and importance assigned to the trends described in *Canada's Unions,* although their importance to the visionary of an "independent socialist Canada" is clear. What should not be overlooked is Laxer's early recognition of the increasingly direct role of trade unions in Canadian politics. He also sheds light on government's role in creating some of the current problems of trade unionism, as in his account of how Hal Banks and the Seafarers' International Union came to Canada.

— Pamela Wallin

Pamela Wallin is an Ottawa free-lance writer

Fifty Years Ago

A pension fund for nurses in New York City providing an annual pension of $1,100 or $1,200 for those retiring at 60 years of age; a home-owner in Saskatchewan who contracted with a firm to supply and install a furnace and refused to pay for the work because the furnace did not heat several rooms in the house; and the father of the defendant in a fatal automobile accident who desired to give financial assistance to "help in supporting and educating the infant child..." of the deceased workman, were among topics reported in the December 1926 issue of *The Labour Gazette*.

The Harmon Foundation of New York City made a gift of $50,000 toward the organization of **a pension fund for nurses**. A report on the plan, published in the *Survey* stated that there were an estimated 100,000 graduate nurses in the United States, of whom 10,000 were salaried employees of boards of health, factories or tubercular associations. The pension plan was based on regular payments to a fund by both the nurses and the patients, so that at 60 years of age the nurse could retire with an annual pension of $1,100 or $1,200.

The owner of a house in Saskatchewan contracted with a firm of plumbers **to supply and install a furnace** to heat the house but when the furnace was installed it failed to heat several of the rooms. The owner refused to pay for the work and the plumbers sued for the price of the furnace and installation. The trial judge dismissed the action, holding that the company had not fulfilled their contract and could not recover on it. On appeal being taken in the Saskatchewan Court of Appeal the trial judgment was confirmed. Counsel for the plaintiffs contended that even if they could not recover the full contract price, they were entitled to the price, less whatever sum might be necessary to make the furnace effective. The court found that the plaintiffs had not performed the essential terms of their contract, the heating of the house "not having been effected." It was understood that the defendant was willing to pay "as soon as the contract should be performed."

An employee of a dairy company in Ontario was killed by a motor car and his dependants, a widow and infant child, were entitled to compensation under the Workmen's Compensation Act of the province. The **widow's claim** had been allowed and the Board, under Sec. 9 of the Act, took action against the owner of the motor car. Section 9 dealt with accidents in which a workman, injured under such circumstances, entitled him or his dependants to an action against some person other than his employer. The Board in this case was "subrogated to the rights of the workman or his dependants" (subsection 3, Section 9) and began an action against the defendant. He failed to appear, and judgment was signed against him for damages.

The widow's claim for compensation was made on June 19, 1925. On July 22, 1925, the defendant's father "desiring to help in supporting and educating the infant child..." entered into a bond for $5,000 with the widow and the brother of the deceased workman as trustees, the condition being that "the obligor should pay to the trustees the sum of $365 annually during the child's infancy, and should pay to the child herself $4,000 on her coming of age." It was questioned whether the provision made voluntarily by the defendant's father could be considered in assessing the amount of damages under the Fatal Accidents Act, Revised Statutes of Ontario, 1914, Chapt. 151. The latter Act, which corresponded to the Fatal Accidents Act of Great Britain, 1846, known as "Lord Campbell's Act," was amended in 1911 by a provision that future insurance premiums should not be taken into account in assessing damages. On this point the judgment said that the defendant could not benefit from his father's kindness to the widow and child. The assessment must be what it would have been if it had been made immediately after the workman's death. It was not the death, but the good will of the defendant's father that gave the widow and child the rights they acquired under the bond. Judgment was given in favour of the plaintiffs for $4,500.

—Kathleen E. Whitehurst

PRICES & EMPLOYMENT

Consumer, October

The Consumer Price Index for Canada (1971 = 100) increased 0.7 per cent from 150.7 in September to 151.7 in October. Higher shelter charges, particularly residential property taxes, were responsible for a large proportion of this latest increase; higher prices for clothing contributed to a lesser extent. The food index was unchanged in the latest month while the index for all items excluding food advanced 0.8 per cent. Between October 1975 and October 1976 the total CPI advanced 6.2 per cent.

The unchanged food index level was the result of several offsetting price movements. While prices for fresh vegetables, eggs and restaurant meals were higher, those for beef and pork products, fresh fruit, sugar and soft drinks consumed at home, declined. In October 1976, the index for food consumed at home was 2.5 per cent below its level of October a year ago. Higher home-ownership charges, due mainly to an average rise of nearly 13 per cent in annual residential property taxes, were chiefly responsible for the 0.8 per cent increase in the index for all items excluding food. Prices for both men's and women's outer wear items also rose. Other important contributing factors included higher dental care fees and increased domestic gas rates in many Ontario urban centres. These were partially offset by seasonally lower prices for hotel/motel accommodation and train fares.

In terms of goods and services, the price level of goods, including food, advanced 0.3 per cent in October, while that for services increased 1.3 per cent. Between October 1975 and October 1976, the price level of services increased 11.5 per cent in comparison with a 3.2 per cent rise for goods. On a seasonally adjusted basis the all-items CPI advanced 0.9 per cent between September and October. This included a 0.7 per cent increase in the food index and a 1.0 per cent rise in the index for all items excluding food.

City consumer, October

Consumer price indexes rose in all regional cities in October, with increases ranging from 0.2 per cent in Saint John to 1.4 per cent in Regina. Higher home-ownership charges resulting mainly from annual increases in residential property taxes were largely responsible for these advances — increased prices for clothing contributed to a lesser extent. Other contributing factors included higher fees for dental care and for university tuition. Movements of prices for food consumed at home varied across the country with fresh vegetable prices generally higher while those for beef declined. The percentage increases listed in 14 regional cities were: 0.2 in Saint John; 0.3 in St. John's; 0.5 in Montreal and Saskatoon; 0.6 in Halifax, Thunder Bay, Edmonton and Vancouver; 0.7 in Quebec, Ottawa and Toronto; 0.9 in Winnipeg; 1.3 in Calgary; 1.4 in Regina. The percentage increases from October 1975 to October 1976 were: 5.3 in Montreal; 5.4 in Saint John; 5.5 in Quebec; 6.0 in Halifax; 6.2 in Ottawa and Edmonton; 6.4 in St. John's; 6.5 in Toronto; 6.6 in Saskatoon; 7.0 in Calgary; 7.7 in Winnipeg; 7.8 in Thunder Bay; 8.1 in Regina; 8.8 in Vancouver.

Employment, October

The seasonally adjusted employment level in October was 9,593,000, a decline of 33,000 from September, Statistics Canada reported. The employment level declined by 19,000 for men 15 to 24 years of age, by 15,000 for women in the same age group, and by 14,000 for men 25 and over. The level increased by 15,000 for women 25 and over.

On a provincial basis, seasonally adjusted employment increased in British Columbia by 8,000, and in Quebec by 6,000. There were declines of 23,000 in Ontario; 7,000 in Saskatchewan, and 4,000 in Manitoba. Changes in the other provinces were small.

Unemployment, October

The seasonally adjusted unemployment rate for Canada was 7.6 per cent in October (784,000), an increase of 0.3 per cent (31,000) from September. The rate increased by 2.0 per cent to 13.3 per cent for men 15 to 24 years of age and 0.6 per cent to 4.9 per cent for men 25 and over. It declined by 0.9 per cent to 6.9 per cent for women 25 years and over, and for women 15 to 24, 0.2 per cent to 12.6 per cent. By province, the unemployment rate increased in Prince Edward Island by 2.2 per cent to 11.7 per cent; in Nova Scotia by 0.5 per cent to 10.9 per cent; in New Brunswick by 0.4 per cent to 11.8 per cent; in Quebec by 0.4 per cent to 10.1 per cent; in Ontario by 0.6 per cent to 6.3 per cent; in Manitoba by 0.3 per cent to 4.9 per cent; and in Saskatchewan by 0.5 per cent to 4.2 per cent. The unemployment rate declined by 1.2 per cent to 7.3 per cent in British Columbia, and by 0.5 per cent to 13.9 per cent in Newfoundland. In Alberta the rate remained unchanged at 3.7 per cent.

Additions to the Library

LIST NO. 331

The publications listed below are recent acquisitions. They may be borrowed through a local library (business, university, public, etc.) or directly — if there is no local library — by writing to The Chief Librarian, Labour Canada, Ottawa, Ontario K1A 0J2, indicating the publication numeral and the month.

ABSENTEEISM

1. Nova Scotia. Department of Labour. Economics and Research Division. Labour turnover and absenteeism in Nova Scotia's manufacturing industries, 1974. Halifax, 1976. 77p.

AGED

2. United Nations. Department of Economic and Social Affairs. The aging: trends and policies. New York, 1975. 103p.

AUTOMOBILE INDUSTRY

3. U.S. Congress. House. Committee on Education and Labor. Subcommittee on Labor Standards. Impact of motor vehicle imports on employment in the United States: hearings...Ninety-fourth congress, first session. Washington, G.P.O., 1976. 144p.

4. Widick, B.J. Auto work and its discontents. Edited by B.J. Widick. Foreword by Eli Ginzberg. Baltimore, Johns Hopkins University Press, 1976. 112p.

CAPITAL

5. Conference Board. Capital shortage: its causes and cures; a worldwide survey of chief executives, by Michael G. Duerr. New York, 1976. 18p.

CHEMICALS — MANUFACTURE AND INDUSTRY

6. Labour Party (Great Britain). The pharmaceutical industry. London, 1976. 60p.

CITIES AND TOWNS — PLANNING

7. Burke, C.D. An urban/economic development strategy for the Atlantic region, by C.D. Burke and D.J. Ireland. Ottawa, Ministry of State for Urban Affairs, 1976. 92p.

COLLECTIVE AGREEMENTS

8. Canada. Department of Labour. Collective Bargaining Division. Provisions in major collective agreements covering employees in certain transportation, communications, trade, utilities, and service industries in Canada, 1975. Ottawa, 1976. 89p. Titre en français: Dispositions de grandes conventions collectives concernant les employés dans certaines industries de transports, communication, commerce, services d'utilité et autres entreprises au Canada, 1975.

9. U.S. Bureau of Labor Statistics. Collective bargaining agreements for police and firefighters. Washington, G.P.O., 1976. 102p.

COLLECTIVE BARGAINING

10. Illinois. University. Institute of Labor and Industrial Relations. Conglomerate mergers and collective bargaining, by Wallace Hendricks. Urbana, 1976. p.75-87. (Its reprint no.250)

11. Labor relations: a reader consisting of sixteen articles especially selected by the Journal of nursing administration editorial staff. Wakefield, Mass., Contemporary Pub., 1975. 48p.

12. Livernash, Edward Robert. Collective bargaining in the basic steel industry: a study of the public interest and the role of government. Westport, Conn., Greenwood Press, 1976. 317p.

COMPETITION

13. Proposed policy directions for the reform of the regulation of unfair trade practices in Canada, by M.J. Trebilcock, Anthony Duggan, Linda Robinson, Herman Wilton-Siegel and Claude Masse. Ottawa, Department of Consumer and Corporate Affairs, 1976. 2v.

CORPORATIONS, INTERNATIONAL

14. International Labour Office.

International principles and guidelines on social policy for multinational enterprises: their usefulness and feasibility. Geneva, 1976. 25p. Titre en français: Possibilité d'établir des principes internationaux sur la politique sociale pour les entreprises multinationales.

COST OF LIVING ADJUSTMENT

15. Ontario. Ministry of Labour. Research Branch. Cost-of-living provisions in Ontario collective bargaining agreements, October 1975. Toronto, 1976. 12p.

DISCRIMINATION IN EMPLOYMENT

16. Stern, Robert N. Equality for blacks and women: an essay on relative progress, by Robert N. Stern, Walter R. Gove and Omer R. Galle. Ithaca, N.Y., 1976. p.664-672. (Cornell University. New York State School of Industrial and Labor Relations. Reprint series no. 392)

ECONOMIC FORECASTING

17. House, Peter William. The carrying capacity of a nation; growth and the quality of life, by Peter W. House and Edward R. Williams. Lexington, Mass., Lexington Books, 1976. 356p.

ECONOMIC POLICY

18. Canadian-American Committee. A time of difficult transitions: Canada - U.S. relations in 1976; a staff report. Montreal, 1976. 58p.

19. Janowitz, Morris. Social control of the welfare state. New York, Elsevier, 1976. 170p.

20. World Symposium on the Social Implications of a New International Economic Order, Algiers, 1976. Papers presented to the Symposium. Geneva, International Institute for Labour Studies, 1976. 1 binder.

EMPLOYEES' BENEFIT PLANS

21. Ontario. Ministry of Labour. Research Branch. Life insurance and accidental death and dismemberment insurance plans in Ontario collective agreements, February 1976. Toronto, 1976. 14p.

FREEDOM OF ASSOCIATION

22. International Labour Office. Freedom of association and procedures for determining conditions of employment in the public service. Seventh item on the agenda. Geneva, 1976. 111p.

INDUSTRY AND STATE

23. Rae, Kenneth John. Business and government in Canada: selected readings. Edited by K.J. Rea and J.T. McLeod. 2d ed. Toronto, Methuen, 1976. 454p.

INFLATION

24. Hewitt Associates. Coping with controls: company practices in restraining compensation; report of a survey of 112 companies by The Compensation Exchange, May 1976. Toronto, 1976. 32p.

INSURANCE, UNEMPLOYMENT

25. Purich, Donald G. Unemployment insurance handbook: how to cope with the U.I.C. bureaucracy. Vancouver, International Self-Counsel Press, 1976. 94p.

26. Swan, Neil M. Income maintenance programs: their effect on labour supply and aggregate demand in the Maritimes, by N. Swan, P. MacRae and C. Steinberg. Ottawa, Economic Council of Canada, 1976. 82p.

LABOUR ECONOMICS

27. Ginzberg, Eli. The human economy. New York, McGraw-Hill, 1976. 274p.

LABOUR HISTORY

28. MacIntosh, Robert. Boilermakers in British Columbia. Vancouver, Lodge No. 359, International Brotherhood of Boilermakers, Iron Ship Builders, Blacksmiths, Forgers and Helpers, 1976. 122p.

LABOUR LAWS AND LEGISLATION

29. Great Britain. Laws, statutes, etc. Employment Protection Act, 1975. Chapter 71. London, H.M.S.O., 1976. 208p.

30. Taylor, Benjamin Jackson. Labor relations law, by Benjamin J. Taylor and Fred Witney. 2d ed. Englewood Cliffs, N.J., Prentice-Hall, 1975. 745p.

LABOUR PARTY

31. Panitch, Leo V. Social democracy & industrial militancy: the Labour Party, the trade unions and incomes policy, 1945-1974. Cambridge, Cambridge University Press, 1976. 318p.

LABOUR STANDARDS

32. Malles, Paul. Canadian Labour standards in law, agreement and

practice. Ottawa Economic Council of Canada, 1976. 176p. Titre en français: Normes du travail au Canada dans les lois, les conventions et en pratique.

LABOURING CLASSES

33. Kirby, Raymond George. The voice of the people: John Doherty, 1798-1854, trade unionist, radical and factory reformer, by R.G. Kirby and A.E. Musson. Manchester, Manchester University Press, 1975. 474p.

MANAGEMENT

34. Zangwill, Willard I. Success with people: the theory Z approach to mutual achievement. Homewood, Ill., Dow Jones, 1976. 277p.

MEDICINE, STATE

35. Nicholson, T. Frederick. Socialized health services: a plan for Canada. Edited by Morden Lazarus. Foreword by T.C. Douglas. Toronto, Woodsworth Archives Committee of the Ontario Woodsworth Memorial Foundation, 1976. 78p.

PENSIONS

36. Ontario Municipal Employees Retirement System. Ontario municipal employees retirement system. Toronto, 1976. 15p.

POVERTY

37. Schiller, Bradley Robert. The economics of poverty and discrimination. 2d ed. Englewood Cliffs, N.J., Prentice-Hall, 1976. 241p.

PRODUCTIVITY BARGAINING

38. McKersie, Robert Bruce. An evaluation of productivity bargaining in the public sector. Ithaca, N.Y., 1975. p.45-62. (Cornell University. New York State School of Industrial and Labor Relations. Reprint series no. 391)

PRODUCTIVITY OF LABOUR

39. Productivity in public organizations. Edited by Marc Holzer. Port Washington, N.Y., Kennikat Press, 1976. 328p.

RESEARCH, INDUSTRIAL

40. Cordell, Arthur Jason. The role and function of government laboratories and the transfer of technology to the manufacturing sector, by Arthur J. Cordell and James Gilmour. Ottawa, Information Canada, 1976. 397p.

SOCIAL INDICATORS

41. Knox, Paul L. Social well-being: a spatial perspective. London, Oxford University Press, 1975. 60p.

SOCIAL SECURITY

42. International Labour Office. Social security for the unemployed. Geneva, 1976. 70p. Titre en français: Le chômage et la sécurité sociale.

SOCIOLOGY

43. Smelser, Neil Joseph. Comparative methods in the social sciences. Englewood Cliffs, N.J., Prentice-Hall, 1976. 253p.

TAXATION

44. Canadian Tax Foundation. Canadian tax reform and private philanthropy, by R.M. Bird and M.W. Bucovetsky. Toronto, 1976. 68p.

WAGES AND HOURS

45. Tarrant, John J. How to negotiate a raise. New York, Van Nostrand Reinhold, 1976. 195p.

46. U.S. General Accounting Office. Federal white-collar pay systems need fundamental changes: report to the Congress on the Civil Service Commission, Office of Management and Budget by the Comptroller General of the United States. Washington, 1975. 43p.

WOMEN

47. Cook, Gail Carol Annabel, ed. Opportunity for choice; a goal for women in Canada. Gail C.A. Cook, editor. Ottawa, Information Canada, 1976. 217p. Titre en français: L'objectif pour les Canadiennes: pouvoir choisir.

WOMEN — EMPLOYMENT

48. Davies, Ross. Women and work. London, Hutchinson, 1975. 191p.

49. Women in the economy: full freedom of choice; report of a conference held September 11-13, 1975. Washington, U.S. Dept. of Labor, Employment Standards Administration, Women's Bureau, 1976. 47p.

WOMEN IN LABOUR UNIONS

50. O'Sullivan, Judith. Workers and allies: female participation in the American trade union movement, 1824-1976. Exhibition organized by Judith O'Sullivan. Catalog by Judith O'Sullivan and Rosemary Gallick. Washington, Smithsonian Institution Press, 1975. 96p.

labour statistics

Principal Items	Date	Amount	Percentage change from Previous Month	Percentage change from Previous Year
TOTAL CIVILIAN LABOUR FORCE*		(unadjusted figures, in thousands)		
Week ended Sept. 18, 1976		10,357	− 3.8	+ 3.6
Employed	September 1976	9,688	− 3.7	+ 2.9
Agriculture	" "	540	− 2.7	+ 0.3
Non-agriculture	" "	9,761	+ 2.6	+ 10.0
Paid workers	" "	9,285	+ 0.2	+ 11.3
At work 35 hours or more	" "	7,310	+ 3.1	− 1.2
At work less than 35 hours	" "	1,756	+ 16.5	+ 14.7
Employed but not at work	" "	622	+ 57.6	+ 30.6
		(change in thousands)		
Unemployed	September 1976	670	+ 30	+ 39
Newfoundland	" "	23	− 1	—
Nova Scotia	" "	31	− 2	+ 6
Prince Edward Island	" "	4	—	—
New Brunswick	" "	26	—	+ 4
Quebec	" "	239	− 3	+ 38
Ontario	" "	202	− 26	− 1
Manitoba	" "	18	—	+ 3
Saskatchewan	" "	12	− 7	+ 2
Alberta	" "	28	− 2	− 3
British Columbia	" "	88	− 4	− 8
Without work, seeking work and available for work	" "	604	− 7	+ 49
		percentage change		
INDUSTRIAL EMPLOYMENT (1961 = 100)r	June 1976	147.7	+ 1.5	+ 1.6
Manufacturing employment (1961 = 100)r	" "	130.7	+ 0.5	+ 0.3
IMMIGRATION	1st quarter 1976	32,359	—	—
Destined to the labour force	" " "	14,111	—	—
STRIKES AND LOCKOUTS‡				
Strikes and lockouts	August 1976	188	− 4.6	− 24.5
No. of workers involved	" "	88,931	+ 12.5	− 15.5
Duration in man days	" "	953,940	− 28.3	− 25.7
EARNINGS AND INCOME				
Average weekly earnings (ind. comp.)r	June 1976	229.50	+ 1.8	+ 13.5
Average hourly earnings (mfg.)r	" "	5.80	+ 1.2	+ 14.4
Average weekly hours paid (mfg.)r	" "	38.7	+ 0.5	+ 0.5
Consumer price index (1971 = 100)	September 1976	150.7	+ 0.5	+ 6.5
Index numbers of weekly wages in 1961 dollars (1961 = 100)	June 1976	151.2	+ 1.2	+ 7.7
Total labour income (millions of dollars)†	August 1976	8,737.0	− 0.2	+ 14.5
INDUSTRIAL PRODUCTION‡				
Total (average 1971 = 100)	August 1976	120.3	+ 1.3	+ 6.4
Manufacturing	" "	120.6	+ 1.1	+ 7.3
Durables	" "	122.5	+ 1.7	+ 8.5
Non-durables	" "	118.7	+ 0.4	+ 6.0
NEW RESIDENTIAL CONSTRUCTION**				
Starts	August 1976	16,288	—	− 7
Completions	" "	14,312	—	+ 23
Under construction	" "	165,762	—	− 5

*Source: Statistics Canada. *Labour Force Information*, Cat. No. 71-001P and *The Labour Force*, Cat. 71-001
†Advance data
‡Preliminary
**Centres of 10,000 population or more
r Revised

STRIKES AND LOCKOUTS

Statistical information on work stoppages in Canada is compiled by the Labour Data Branch of the Canada Department of Labour on the basis of reports from the Canada Manpower Division, Department of Manpower and Immigration. The first three tables in this section cover strikes and lockouts that amount to 10 or more man-days. The number of workers onvolved includes all workers reported on strike or lockout, whether or not they all belonged to the union directly involved in the disputes leading to the work stoppages. Workers indirectly affected, such as those laid off as a result of a work stoppage, are not included.

STRIKES AND LOCKOUTS, 1971-76

Month or Year	Strikes and Lockouts Beginning During Month of Year	Strikes and Lockouts in Existence During Month of Year: Strikes and Lockouts	Workers Involved	Duration in Man-Days: Man-Days	Per Cent of Estimated Working Time
1971	547	569	239,631	2,866,590	0.16
1972	556	598	706,474	7,753,530	0.43
1973	677	724	348,470	5,776,080	0.30
1974	1,170	1,216	592,220	9,255,120	0.46
1975	977	1,054	482,180	10,894,190	0.53
1975					
July	100	247	112,316	1,220,830	0.65
August	90	249	105,270	1,284,490	0.74
September	68	222	81,292	1,287,600	0.75
October	70	244	111,470	1,298,900	0.72
November	55	197	91,697	1,442,020	0.88
December	28	176	82,266	1,106,620	0.64
*1976					
January	33	164	54,590	842,250	0.49
February	46	170	148,145	603,130	0.37
March	71	170	172,468	483,060	0.25
April	66	157	303,708	702,250	0.40
May	85	177	268,076	707,930	0.42
June	118	238	190,197	1,183,080	0.62
July	61	197	79,058	1,330,020	0.71
August	62	188	88,931	953,940	0.50
January-August: 1975		833		5,695,380	0.41
January-August: 1976		673		6,805,660	0.47

*Preliminary.

STRIKES AND LOCKOUTS, AUGUST 1976, BY INDUSTRY (Preliminary)

Industry	Number In Effect During Month: Beginning During Month	Strikes and Lockouts	Workers Involved	Man-Days	Cumulative Man-Days (Jan. to August)
Agriculture	0	0	0	0	670
Forestry	0	1	355	7,460	23,650
Fishing	0	0	0	0	350
Mines	1	11	3,930	135,900	505,940
Manufacturing	30	82	31,116	482,280	3,284,000
Construction	10	21	41,895	207,370	718,740
Transp. & Utilities	11	31	8,140	55,140	434,250
Trade	3	19	1,661	26,130	113,330
Finance	1	2	62	1,210	6,040
Service	3	12	1,182	29,390	1,002,240
Public Admin.	3	9	590	9,060	51,950
Various industries	0	0	0	0	664,500
TOTAL	62	188	88,931	953,940	6,805,660

STRIKES AND LOCKOUTS, AUGUST 1976, BY JURISDICTION (Preliminary)

Jurisdiction	Number In Effect During Month: Beginning During Month	Strikes and Lockouts	Workers Involved	Man-Days	Cumulative Man-Days (Jan. to August)
Newfoundland	1	10	1,490	6,070	129,410
P.E.I.	0	3	460	4,520	20,800
Nova Scotia	2	5	2,175	45,150	139,660
New Brunswick	5	8	3,566	90,300	218,600
Quebec	17	66	37,003	465,030	3,523,810
Ontario	17	44	7,606	117,780	1,291,080
Manitoba	0	1	29	290	88,520
Saskatchewan	3	12	2,202	21,730	102,560
Alberta	2	6	428	5,980	52,750
B.C.	6	16	31,419	156,590	1,090,570
Yukon & N.W.T.	0	0	0	0	0
Total, provinces	53	171	86,378	913,440	6,657,760
Federal Public Service (1)	0	0	0	0	3,730
Federal Industries (2)	9	17	2,553	40,500	144,170
Federal total	9	17	2,553	40,500	147,900
TOTAL	62	188	88,931	953,940	6,805,660

(1) Covered under the Public Service Staff Relations Act
(2) Covered under the Canada Labour Code: Part V.
NOTE: Numbers related only to workers directly involved in the dispute.

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, AUGUST, 1976 (Preliminary)

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: August	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Result
Forestry						
Woodlands Enterprises, Prince Albert, Sask.	Woodworkers Loc. 1-184 (AFL-CIO/CLC)	355	7,460	25,390	May 19	Wages, fringes, other issues —
Mines						
METAL						
St. Lawrence Columbium & Metals Corp., Oka, Quebec	Steelworkers Loc. 7579 (AFL-CIO/CLC)	170	3,740	25,080	Feb. 03	Wages, fringe benefits —
Bell Copper Noranda Mines, Granisle, B.C.	CDN Ass'n of Industrial Wkrs. Loc. 10 (CCU)	175	3,630	25,780	Feb. 07 Aug. 30	Wages, fringe benefits — Terminated by mutual agreement —
Brunswick Mining & Smelting, Bathurst, N.B.	Steelworkers Loc. 5385 (AFL-CIO/CLC)	1,180	77,940	131,440	May 29 Aug. 30	Wages, other issues — Workers return, agreement reached —
Whitehorse Copper Mines, Whitehorse, Yukon	Steelworkers Loc. 926 (AFL-CIO/CLC)	160	3,540	7,240	June 30	Wages —
United Keno Hill Mines, Elsa, Yukon	Steelworkers Loc. 924 (AFL-CIO/CLC)	186	4,120	4,620	July 29	Wages, fringe benefits —
Cyprus-Anvil Mines, Faro, Yukon	Steelworkers Loc. 1051 (AFL-CIO/CLC)	480	10,630	10,950	July 31	AIB rollback of wages —
Cominco, Yellowknife, N.W.T.	Steelworkers Loc. 802 (AFL-CIO/CLC)	170	1,870	1,870	Aug. 05 Aug. 20	Not reported — Terminated by mutual agreement —
MINERAL FUELS						
Fording Coal (Cominco), Elkford, B.C.	Chartered Local Loc. 1702 (CLC)	100	2,100	8,200	May 05	Wages, length of contract —
Fording Coal (Cominco), Elkford, B.C.	Steelworkers Loc. 7884 (AFL-CIO/CLC)	720	15,940	60,680	May 06	Wages, length of contract —
NON-METAL						
Cassiar Asbestos, Cassiar, B.C.	Steelworkers Loc. 6536 (AFL-CIO/CLC)	439	9,090	21,320	June 23 Aug. 30	Wages, fringe benefits — Terminated by mutual agreement —
QUARRIES						
Demix Laval Ltd., Laval, Quebec	Syndicat des employés de Demix (CNTU)	150	3,300	9,150	June 05	Wages, fringe benefits —
Manufacturing						
FOOD & BEVERAGES						
Borden & J. J. Joubert, St. Laurent, Quebec	Teamsters Loc. 973 (Ind)	230	5,060	12,310	June 20	Wages —

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, AUGUST, 1976 (Preliminary) (Cont'd)

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: August	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Result
Labatts Alberta Brewery, Edmonton, Alberta	Brewery Wkrs. Loc. 252 (CLC)	132	2,900	3,890	July 21	Wages, pensions, plant operat'n —
Canadian Home Products, Niagara Falls, Ontario	Food Workers Loc. P767 (AFL-CIO/CLC)	250	5,250	6,750	July 23	Wages, fringes, other issues —
Humpty Dumpty Potato Chips, Lachine, Quebec	Bakery Workers Loc. 333 (AFL-CIO/CLC)	295	6,490	7,380	July 28	Wages in first agmt. —
Fish Processing Plants, various locations, Nfld.	Food Workers various locals (AFL-CIO/CLC)	1,300	1,300	1,300	Aug. 16 Aug. 17	AIB rollback of wages — Return of workers —
Walter M. Lowneys, Sherbrooke, Quebec	Bakery Workers Loc. 476 (AFL-CIO/CLC)	550	5,500	5,500	Aug. 18	Wages, fringe benefits —
H.B. Nickerson, North Sydney, N.S.	Seafood Wkrs. Loc. 112 (CLC)	100	100	100	Aug. 25 Aug. 26	Protesting AIB rollback — Not reported —
General Bakeries, Toronto, Ontario	Bakery Workers Loc. 264 (AFL-CIO/CLC)	194	780	780	Aug. 26	Wages, fringe benefits —
TEXTILES						
Celanese Canada, Drummondville, Quebec	Syndicat des employés de Celanese (CNTU)	1,471	32,570	136,590	Apr. 26	Wages, fringes, other issues —
Porritts & Spencer, Hamilton, Ontario	Textile Wkrs. Loc. 720 (AFL-CIO/CLC)	145	2,030	2,030	Aug. 09 Aug. 23	Wages, fringes, other issues — Not reported —
KNITTING MILLS						
National Knitting Mills, Toronto, Ontario	Textile Wkrs. Loc. 1865 (AFL-CIO/CLC)	215	1,290	6,890	June 24 Aug. 11	Wages, fringe benefits — Not reported —
WOOD						
Canadian Forest Products, Huntting-Merrit, B.C.	Woodworkers Loc. 1-217 (AFL-CIO/CLC)	170	3,570	67,320	Sept. 13/ 1972	Shorter hours, elimination of piecework, rates of pay —
Bellerive Veneer & Plywood Mont-Laurier, Quebec	Carpenters Loc. 2399 (AFL-CIO/CLC)	166	3,650	10,960	May 31	Wages —
Abitibi-Price, Thunder Bay, Ontario	Carpenters Loc. 2827 (AFL-CIO/CLC)	300	5,700	12,000	July 02 Aug. 30	Contract issues, 7-day week — Not reported —
FURNITURE & FIXTURES						
Knechtel Furniture, Hanover, Ontario	Woodworkers Loc. 2-500 (AFL-CIO/CLC)	230	2,070	2,070	Aug. 13 Aug. 26	Wages — Not reported —
PAPER						
Reed Paper Co., Dryden, Ontario	Various unions	1,044	23,120	58,870	June 14	Wages —
Standard Paper Box, Montreal & Quebec, Que.	Fed'n of Paper & Forest Wkrs. (CNTU)	575	1,150	1,150	Aug. 27	Non-wage issues —

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, AUGUST, 1976 (Preliminary) (Cont'd)

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: August	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Result
PRINTING & PUBLISHING						
Pacific Press, Vancouver, B.C.	Council of Newspaper Unions, various locals	1,400	12,950	12,950	Aug. 06 Aug. 20	Interpretation of AIB guides — Not reported —
PRIMARY METALS						
Ontario Malleable Iron, Oshawa, Ontario	Steelworkers Loc. 1500 (AFL-CIO/CLC)	220	4,620	34,760	Jan. 18	Wages, fringe benefits —
Sidbec-Dosco, Contrecoeur, Quebec	Steelworkers various locs. (AFL-CIO/CLC)	1,190	26,350	99,850	May 06	Wages, fringes, hours of work —
Benn Iron Foundry, Wallaceburg, Ontario	Auto Workers Loc. 251 (CLC)	240	5,040	16,080	May 27	Wages —
Canada Valve Ltd., Kitchener, Ontario	Moulders Loc. 279 (AFL-CIO/CLC)	140	2,940	9,100	May 29	Wages, other issues —
Alcan, various locations, Quebec	Fed'n of Aluminum unions (Ind)	8,669	191,960	557,300	June 03	Wages, pensions, safety —
METAL FABRICATING						
Sidbec-Dosco Ltée., Montréal, Québec	Steelworkers (AFL-CIO/CLC)	1,000	22,140	81,380	May 10	Wages —
Sidbec-Dosco (Truscon) LaSalle, Quebec	Steelworkers Loc. 5063, 6025 (AFL-CIO/CLC)	234	5,150	18,710	May 10	Wages, fringe benefits —
Sidbec-Dosco Ltd., Etobicoke, Ontario	Steelworkers Loc. 5927, 5629 (AFL-CIO/CLC)	230	4,830	17,020	May 16	Wages —
Bridge and Tank, Hamilton, Ontario	Steelworkers Loc. 2537 (AFL-CIO/CLC)	136	1,630	1,630	Aug. 16	Job security — vacations —
MACHINERY						
Rolls Royce Canada, Lachine, Quebec	Machinists Loc. 869 (AFL-CIO/CLC)	520	4,680	15,080	July 05 Aug. 13	Wages — Not reported —
Borg Warner Canada, Scarborough, Ontario	Machinists Loc. 235 (AFL-CIO/CLC)	117	1,580	1,580	Aug. 12	Wages, other issues —
TRANSPORTATION EQUIPMENT						
Motor Wheel Corp., Chatham, Ontario	Auto Workers Loc. 127 (CLC)	588	12,350	42,340	May 19	Wages, fringe benefits —
Skiroule Ltée, Wickham, Québec	Steelworkers Loc. 776 (AFL-CIO/CLC)	130	2,860	5,850	June 29	Wages, fringe benefits —
Fruehauf Trailor, Mississauga, Ontario	Auto Workers Loc. 252 (CLC)	339	7,120	13,900	July 05	Wages, fringes, length of agmt. —
Ralph Milrod Metals, Mississauga, Ontario	Machinists Loc. 2506 (AFL-CIO/CLC)	201	600	600	Aug. 26	Contract issues —
General Motors, Ste. Thérèse, Québec	Auto Workers Loc. 1163 (CLC)	3,100	3,100	3,100	Aug. 31	Suspensions and firings —

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, AUGUST, 1976 (Preliminary) (Cont'd)

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: August	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Result
ELECTRICAL PRODUCTS						
A. Bélanger Ltée, Montmagny, Québec	CNTU	400	8,800	36,000	Apr. 26	Wages, fringes, other issues —
Canadian Chromalox, Rexdale, Ontario	Auto Wkrs. Loc. 252 (CLC)	479	4,310	31,620	May 14 Aug. 16	Wages, fringe benefits — Terminated by mutual agreement —
Great Lakes Carbon, Berthierville, Quebec	Fed'n of Metal Trades Unions (CNTU)	187	4,140	10,540	June 14	Wages, fringe benefits —
Fruehauf Trailor, Mississauga, Ontario	Steelworkers Loc. 5788 (AFL-CIO/CLC)	243	5,270	9,040	July 10	Wages —
Enheat Ltd., Amherst, N.S.	Steelworkers Loc. 4883, 6874, 2231 (AFL-CIO/CLC)	240	5,280	8,880	July 12	Wages, other issues —
Enheat Ltd., Sackville, N.B.	Steelworkers Loc. 8202 (AFL-CIO/CLC)	120	2,520	3,360	July 22	Wages —
NON-METALLIC MINERAL PRODUCTS						
Fiberglass Canada, Sarnia, Ontario	Oil Workers Loc. 9-672 (AFL-CIO/CLC)	600	1,200	1,200	Aug. 23 Aug. 25	Non-wage issues — Terminated by mutual agreement —
PETROLEUM & COAL PRODUCTS						
Texaco Canada, Edmonton, Alberta	Oil Workers Loc. 9-910 (AFL-CIO/CLC)	135	190	2,790	July 05 Aug. 04	Wages, fringe benefits —
CHEMICAL PRODUCTS						
Canadian Industries Ltd., Nitro, Quebec	Féd. des synd. des mines (CSN)	360	4,320	44,280	Feb. 24 Aug. 18	Wages, grievance, other issues — Agreement reached, workers returned —
C.I.L. Ltd., Nobel, Ontario	Steelworkers Loc. 13704 (AFL-CIO/CLC)	175	3,680	16,460	Apr. 15	Wages, other issues —
Sico Inc., Quebec & Montreal, Quebec	Fed'n of Metal Trades Unions (CNTU)	150	3,300	10,500	May 24	Wages, vacations —
MISCELLANEOUS MFRG.						
Sperry Gyroscope, Ottawa, Ontario	Auto Workers Loc. 641 (CLC)	125	560	560	Aug. 25	Wages, other issues —
Construction						
P.E.I. Construction Ass'n, various locations, P.E.I.	IBEW Loc. 1432 (AFL-CIO/CLC)	110	2,420	13,530	Mar. 09	Dispute over hiring 2 men —
Various Construction Cos., various locations, P.E.I.	Carpenters Loc. 1338 (AFL-CIO/CLC)	100	600	3,700	June 17 Aug. 10	Contracting out of work — Terminated by mutual agreement —

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, AUGUST, 1976 (Preliminary) (Cont'd)

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: August	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Result
Const. Ass'n Mgmt. Labour Bureau, various locations, N.S.	Plumbers Loc. 56, 244 (AFL-CIO/CLC)	861	18,940	39,560	June 21	Wages —
Const. Lab. Relations Ass'n, province wide, B.C.	Various unions	26,500	82,000	522,200	June 23 Aug. 09	Wages, fringes, other issues — Industrial Commissioner —
Various Const. Co's., various locations, P.E.I.	Laborers Loc. 1079A (AFL-CIO/CLC)	250	1,500	4,000	July 19 Aug. 10	Contracting out of work — Terminated by mutual agreement —
N.B. Mechanical Const. Ass'n., province wide, N.B.	Plumbers various locs. (AFL-CIO/CLC)	1,500	7,500	7,510	July 22	Slow negotiations —
Marentette Bros., Windsor, Ontario	Int. Op. Engineers Loc. 793 (AFL-CIO/CLC)	150	2,250	2,250	Aug. 09 Aug. 30	Delays in pay for overtime —
Plumb. & Mechanical Contractors, various locations, N.B.	IBEW Loc. 502 (AFL-CIO/CLC)	300	1,500	1,500	Aug. 10 Aug. 16	Slow negotiations — Not reported —
Ass'n of Bldg. Contractors, various locations, Quebec	Council of Bldg. Trades Unions	1,200	2,400	2,400	Aug. 12 Aug. 14	Slow negotiations — Return of linemen —
Lorneville Area Barg. Authority, Point Lepreu, N.B.	Various unions	297	640	640	Aug. 13 Aug. 16	Protesting road conditions — Not reported —
Robertson Building Systems, Hamilton, Ontario	Steelworkers Loc. 4166 (AFL-CIO/CLC)	127	2,670	2,670	Aug. 17 Aug. 20	Not reported —
Comstock International, Hull, Quebec	Council of Bldg. Trades Unions	125	380	380	Aug. 17 Aug. 20	Wages — Not terminated but joined strike of Bldg. Trades —
Ass'n of Bldg. Contractors, various locations, Quebec	Council of Bldg. Trades Unions	10,000	80,000	80,000	Aug. 20	Wages —
Const. Lab. Relations Ass'n., Vancouver, B.C.	Plumbers Loc. 170 (AFL-CIO/CLC)	200	1,600	1,600	Aug. 20	Parking, meal arrangements —
Transportation & Utilities						
TRANSPORTATION						
Commission de Transport, Quebec, Quebec	Synd. des employés de garages (CSD)	140	3,100	5,500	July 08	Wages —
Metropolitain Sud Inc., Longueuil, Quebec	Public Service Fed'n (CNTU)	110	2,440	4,330	July 08	Wages —
Metropolitain Provincial Inc., Montreal, Quebec	Public Service Fed'n (CNTU)	150	3,320	4,280	July 23	Wages —

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STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, AUGUST, 1976 (Preliminary) (Concl'd)

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: August	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Result
Maritime Employers' Ass'n., Halifax, N.S.	ILA Loc. 269, 1825 (AFL-CIO/CLC)	650	11,140	11,140	Aug. 08	Dispatch rules —
Fred Sowchuk Trucking, Sparwood, B.C.	Mine Workers Dist. 18 Loc. 7292 (CLC)	100	200	200	Aug. 30	Wages —
Maritime Employers' Ass'n., Saint John, N.B.	ILA Loc. 237, 1039, 1764 (AFL-CIO/CLC)	400	2,570	2,570	Aug. 11 Aug. 19	Support for NHB police — Injunction issued —
Eastern Provincial Airways, Gander, Nfld.	Airline Empls. Ass'n (CLC)	105	110	110	Aug. 31	Wages, hours, other issues —
COMMUNICATION						
Canadian National Telegraphs, Gander, Newfoundland	Railway Transport & General Wkrs. (CLC)	120	2,640	15,760	Feb. 28	Dispute over shift scheduling —
POWER, GAS, WATER						
B.C. Hydro, Province wide, B.C.	Office Empls. Loc. 378 (AFL-CIO/CLC)	569	11,950	16,190	July 06	Wages —
Sask. Power Corp., Province wide, Sask.	IBEW Loc. 2067 (AFL-CIO/CLC)	1,207	7,240	24,140	July 13 Aug. 11	Rollback by provincial AIB — Terminated by mutual agreement —
Hydro Quebec, various locations, Quebec	Public Empls. (CLC)	4,000	2,000	2,000	Aug. 24 Aug. 25	Wages, other issues — Return of workers —
Trade						
K-Mart Stores, Windsor, Ontario	Food Workers Loc. 725 (AFL-CIO/CLC)	200	4,170	11,670	June 09	Wages, union shop —
Kresge Co., Mississauga, Ontario	Teamsters Loc. 419 (Ind)	100	2,080	4,580	June 26	Contract language —
La Cie Paquet Inc., Ste-Foy, Québec	Commerce Fed'n (CNTU)	133	1,270	1,270	Aug. 05 Aug. 18	Wages — Terminated by mutual agreement —
Macdonalds & Empress Foods, Vancouver & Victoria, B.C.	Retail Wholesale Loc. 580 (AFL-CIO/CLC)	800	11,200	11,200	Aug. 12	Right to strike —
Service						
HEALTH & WELFARE						
N.S. Ass'n of Health Orgs., various locations, N.S.	Public Empls. various locs. (CLC)	952	20,720	35,000	July 12	Wages —
Public Administration						
PROVINCIAL						
Wascana Centre, Regina, Saskatchewan	Sask. Gov't Empls. Ass'n (CLC)	222	4,220	4,330	July 30 Aug. 30	Not reported — Not reported —

General minimum rates for experienced adult workers

Federal	$2.90 effective April 1, 1976
Alberta	$2.75 effective March 1, 1976
British Columbia	$3.00 effective June 1, 1976
Manitoba	$2.95 effective September 1, 1976
New Brunswick	$2.80 effective November 1, 1976
Newfoundland	$2.50 effective January 1, 1976
Nova Scotia	$2.75 effective January 1, 1977
Ontario	$2.65 effective March 15, 1976
Prince Edward Island	$2.50 effective July 1, 1976
Quebec	$3.00 effective January 1, 1977
Saskatchewan	$3.00 effective January 1, 1977
Northwest Territories	$3.00 effective June 7, 1976
Yukon Territory*	$3.00 effective April 1, 1976

*Federal rate plus 10 cents.

Minimum wage rates for young workers and students*

Jurisdiction	Rates per hour	Effective date
Federal	Employees under 17: $2.65	April 1, 1976
Alberta	Employees under 18: $2.60	March 1, 1976
	Students under 18 employed part time: $2.25	March 1, 1976
British Columbia	Employees 17 and under: $2.60	June 1, 1976
Manitoba	Employees under 18: $2.70	September 1, 1976
Nova Scotia	Underage employees: 14 to 18 years $2.50	January 1, 1977
Ontario	Students under 18 employed for not more than 28 hours in a week or during a school holiday: $2.15	March 15, 1976
Prince Edward Island	Employees under 18: $2.20	July 1, 1976
Quebec	Employees under 18: $2.80	January 1, 1977
Northwest Territories	Employees under 17: $2.55	June 7, 1976

*New Brunswick, Newfoundland, Saskatchewan and Yukon Territory have no special rates for young workers and students.

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